

DRAFT GUIDANCE FOR INSTITUTIONAL TRAVEL PLANS

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Auckland Regional
Transport Authority

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PART I – OVERVIEW OF

INSTITUTIONAL TRAVEL PLANS

1 INTRODUCTION

Over the last few years the Auckland Regional Transport Authority (ARTA) has developed a template for the development of travel plans at workplaces and schools. This programme, called The TravelWise Programme, is now being adapted to accommodate the greater scope and flexibilities inherent in larger “institutional” travel plans.

The recently completed Universities’ Travel Plan for the Learning Quarter in the Auckland CBD (comprising AUT University and the University of Auckland’s city campuses) was the first institutional travel plan in the Auckland region. The lessons from this project and from the region’s first hospital travel plan, for the Auckland District Health Board (led by Auckland City Council), underpin a large part of these guidance notes.

These guidelines are supplementary to the existing TravelWise Guides for developing Workplace Travel Plans available on www.travelwise.org.nz and are aimed at assisting local authorities, travel planners and other stakeholders who are involved in designing, funding and implementing travel plans for very large workplaces or “institutions”.

For the purposes of this document, institutions refer to those organisations whose operations generate over 5,000 daily return trips, including staff and any travelling public.

The main theme of this guidance document is to show how the scale and associated characteristics of institutions differ from “standard” workplaces, and how these affect the existing TravelWise planning processes.

In general, the larger scale of institutions provides greater opportunities for changing travel behaviour, leading to reductions in congestion, environmental impacts as well as other associated benefits for the institutions themselves and for the wider travelling population.

Given these potential benefits, institutional travel plans tend to take a long-term view of 10 years or longer, require greater resources as well as more complex planning than a workplace travel plan. They also involve co-ordination amongst a greater number of stakeholders, including local and regional authorities and transport operators.

In Part I of this document, these guidelines define institutions, and outline their characteristics before discussing (in Part II) how these affect the set-up, planning, research and implementation stages of the existing TravelWise process.

2 INSTITUTIONAL CHARACTERISTICS

2.1 The travellers

An institution is defined primarily by the scale of its daily travelling population (staff and/or public travellers). This travelling population will be of a significant size to consider improving, adapting or providing local and regional transportation infrastructure (passenger transport, walking, cycling, car-pooling) in order to reduce reliance on the private car. As a result, institutions of a significant scale represent a combination of Travel Demand Management (TDM) opportunities in terms of:

- > “Hard” measures – infrastructure, services and pricing, and
- > “Soft” measures – marketing and information.

Both of these are aimed at behaviour change of individuals who are influenced as part of the institutional travel plan.

While the defining scale will be different for each territorial authority, a daily travelling population of around 5,000 is likely to warrant institutional status. Within the Auckland region, public sector education and healthcare providers are the main institutions.

Other commercial and tertiary education facilities need to be considered on a case-by-case basis. Depending on their size, and particular transport issues, they may fit under the workplace travel plan, institutional or site/area travel plan model.

2.2 Diverse travel patterns

A second characteristic of institutions is that they tend to have a diversity of employee and public travelling groups (e.g. staff and students or patients), usually competing with each other for limited parking space. Because of their scale, these groups can often be broken down further. For example, employees could include full- or part-time administration or academic staff in tertiary institutions or medical, general or contracted staff at a hospital. The public could include full-time or part-time students, in- or out-patients or patient visitors, each either needing to attend the institution overnight, for the whole or part of a day.

Such characteristics will have a bearing on the times and frequency of travel during the week as well as the travel mode chosen. For example, part-time students may require a private vehicle in order to fit course attendance into a daily work schedule. In-patients may have to be driven in to their health care provider due to their limited mobility, whereas more regular commuting staff could more easily use passenger transport.

2.3 Service provision

It is important to recognise that these types of institutions are usually service providers, often offering a range of services and sometimes operating out of multiple sites. As a result, the travel plan is primarily about improving access to these sometimes essential services (e.g. health or education). Congestion or environmental issues may, on the face of it, be secondary concerns to the institutional management. Given that much of the diversity in travel patterns is determined by current operational policy (i.e. what, how and when services are delivered), there may be significant opportunities to reduce the need to travel by changing the way that these services are provided. For example, some services could be delivered through outreach programmes to areas with low passenger transport services. Healthcare referral and appointment procedures could be evaluated to reduce required travel distances. Online or virtual clinics (or learning facilities) could also be considered.

2.4 Location characteristics

Access is likely to be significantly affected where an institution's sites are located in a central business district. On the positive side this may mean better or more direct passenger transport access. However, those that need to travel by private vehicle will face greater congestion and competition over parking spaces.

In all, travel plans for centrally located institutions are likely to have additional benefits for other commuters that have to travel around or through the institution's sites. This, therefore, strengthens the case for local and regional authority involvement as the travel plan actions will affect the surrounding populations and therefore should coincide with, or in some cases could directly influence, local and regional transport initiatives.

2.5 Wider benefits

In developing travel plan objectives, there are opportunities to co-ordinate actions across similar institutions that face the same issues. For example, travellers to tertiary institutions represent a significant proportion of the total travelling population in the region. The recent increase in passenger transport ticket subsidies for all students in Auckland, from 20% to 40%, resulted from travel plan research with two tertiary institutions. This strongly indicated that the cost of passenger transport was a significant barrier to sustainable transport. The research results were extrapolated and the wider benefits to the region were identified.

It is recognised that there will be other advocacy opportunities that will arise through continued work with institutions. With health providers for example, there may be opportunities to lobby over existing health legislation where this serves to increase accessibility, improve levels of service and save money.

2.6 Project partners

As discussed above, the scale of the institutions and their potential for reducing impact on congestion, the environment, health policy and the potential for improving service efficiency, means that there are a range of stakeholders with a strong regional and local role. These stakeholders are summarised below.

2.6.1 Territorial authorities

Local councils are positioned to lead, fund and manage the development of institutional travel plans in partnership with ARTA and the institution itself. By accessing funds available through Land Transport New Zealand (LTNZ), councils can contribute significantly to the travel plan development costs. This is usually negotiated individually with the institution and set out in a partnership Memorandum of Understanding (MoU).

For larger-scale projects of this kind, councils should recognise a role in identifying and funding/subsidising travel plan actions where they apply to infrastructure and services within their jurisdiction, and integrate those that are agreed into future work programmes.

2.6.2 The Auckland Regional Transport Authority

The Auckland Regional Transport Authority (ARTA) plays a key role in the facilitation of institutional travel planning by providing guidance, ensuring robust research and monitoring, providing marketing materials and services, and integrating these projects into transport sector reviews and future planning to improve regional public transport.

ARTA also has a role in ensuring quality assurance for the travel plan. The principles of quality assurance are captured in the MoU that is composed as part of the project set-up. In addition, ARTA provides quality assurance through:

- > Technical advice in the development of tender contracts; and
- > Ongoing input to all phases of the travel plan design as a member of the steering group.

ARTA plays a particularly important role in assisting in the design of the research and monitoring programme and the resulting travel behaviour surveys to ensure that good practice is maintained and that any data collected is comparable to other projects within the region. This "regional" data is then used to advise ARTA's sectoral transport reviews.

ARTA also provides a range of supporting services and tools to assist in the implementation of the travel plan. These include information-based products and services, including personal journey planning, on-site passenger transport clinics and assistance in setting up rideshare (car-pooling) schemes.

As with the territorial authorities, ARTA will review the institutional travel plan's recommended actions and integrate those agreed actions that relate to passenger transport into its current and future work programmes.

2.6.3 Institutions

While institutional travel plan development is often undertaken by consultants (see section 3.1.3), the institution itself needs to take a key role in all stages of the plan's development. This includes the provision of information during the initial scoping and input into the development of contract tenders. Ideally, an in-house travel plan co-ordinator should be appointed as early as possible to assist in the setting up of internal project teams, provide necessary information, and co-ordinate in-house resources during the plan's development and implementation.

If the project is carried out in partnership with a local authority, institutions may be required to contribute a portion of the cost for the development of the travel plan. The amount of the portion depends on the policy of the local authority.

2.6.4 Surrounding businesses

Organisations that surround the institution's sites could be considered as partners if they are likely to be significantly affected by or add potential benefit to the institutional travel plan. Opportunities for clustering workplace travel plans alongside institutional ones, and so gain benefits of scale, is something councils should consider in their planning.

2.6.5 Memorandum of Understanding

Formal agreements between the project parties usually take the form of a Memorandum of Understanding (MoU). This details the resources and budget provided by each partner for the purposes of the travel plan's development. This includes an indication of key representatives on the project steering group, project team or any working groups, including how they will communicate, and how any disputes will be resolved. In some cases, the MoU can replace ARTA's standard travel plan project agreement which details ARTA's direct involvement in the research stage and provision of other project development tools.

Due to the project's likely scale and potentially significant impact, the signing of the MoU can provide a media opportunity (if desired). This will be identified in the project's communications plan and can also be tied into the launch of the travel plan to raise staff, stakeholder and public recognition.

3 OVERVIEW OF TRAVEL PLANNING STAGES

Institutional travel plan stages follow an adapted version of ARTA's five-stage TravelWise process for workplaces. This adapted process recognises the scale and flexibility inherent in an institutional travel plan.

The stages are summarised in Figure 1 below and outlined further in Table 1.

Figure 1 Travel plan stages

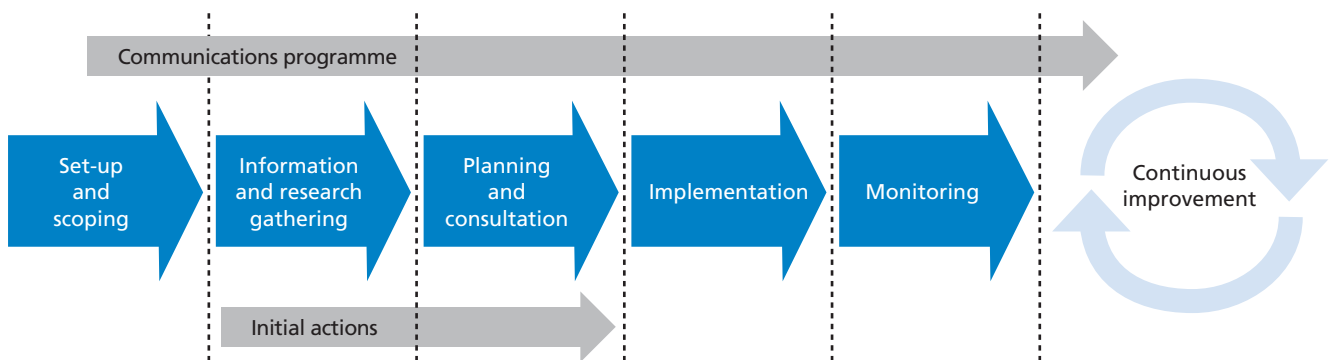


Table 1 Overview of institutional travel plan stages

Phase	Description
1 Set-up and scoping	<ul style="list-style-type: none"> Determining administrative arrangements, initial roles and responsibilities Development and agreement of the project scope Development of an integrated communications plan to inform and engage travellers and stakeholders in the plan's development Identification of appropriate initial "in-house" travel actions for early implementation Production of documentation for contract tenders for the following stages as required (e.g. research and information gathering)
2 Research and information gathering	<ul style="list-style-type: none"> Collection of a range of quantitative and qualitative data to identify factors affecting the travel behaviour of the public and staff at the institution's sites Combined analysis of the research results and data collected Engagement of territorial authority and ARTA travel planners in a review of results and development of local and regional travel options
3 Planning and consultation	<ul style="list-style-type: none"> Drafting recommended actions in the areas of infrastructure and services, facilities, information and marketing. This planning needs to take account of work programmes and funding cycles across the party organisations and Land Transport NZ Distribution of draft actions to staff, the public and other stakeholders Plan finalisation, including agreed actions and implementation plan for the institution, the territorial authority and ARTA

Phase	Description
4 Implementation	
	Undertaking agreed actions as set out in the travel plan
	Inclusion of territorial authority and ARTA actions into their own work programmes (as agreed)
5 Monitoring and continuous improvement	
	Monitoring of travel behaviour change through repetition of the TravelWise survey, and other appraisal processes as required. This forms the basis of the institutional travel plan review and any subsequent adaptation of the plan. The timing of the re-survey needs to take account of any significant infrastructural changes in order to ensure resulting behaviour change is captured

3.1 Key elements

There are three key elements to highlight when developing an institutional travel plan.

3.1.1 Scoping and research

For institutional travel plans, emphasis is placed on detailed and upfront scoping. This will help identify the key factors affecting travellers' journeys and access to the institution's sites. This scoping provides the basis for developing a structured and comprehensive research programme. The scope and research stages will both be discussed in Section II, however at this stage it is important for all project partners to note that due to the scale of the project comprehensive data is needed to justify any potential infrastructural expenditure.

3.1.2 Timescale

Due to their complexity, and the number of partners and stakeholders, the institutional travel plan process could take anywhere from nine months (as in the case of the Auckland District Health Board Travel Plan) to two years (Universities' Travel Plan). This variation often depends on external factors including organisational or political requirements for quick results or, in the case of longer-term projects, the efficiency of internal and intra-stakeholder decision-making processes.

While shorter projects leave less room for slippage, they are likely to be more expensive in terms of contractor fees and will also require very careful co-ordination of concurrent activities.

Generally, an institutional travel plan could be expected to take around 12 to 16 months to complete, including the time taken to gain agreements on recommended actions across the institution, local and regional authorities and any other project parties.

3.1.3 The role and nature of contracts

In larger scale projects, the complexity and scale of the work usually requires specialist skills, including knowledge of travel planning methodologies in general and, more specifically, the ability to carry out an integrated research programme.

The nature and requirements for the integrated research and analysis programme for institutional travel plans will require a joint/partnership approach for consultants. In general, it is expected that a combination of contractors is required to come up with a team with the skills to deliver an institutional travel plan. It is also recognised that some tertiary institutions may have the in-house skills to develop and deliver some or all elements of the research programme. This has the additional benefit of allowing data to be used for teaching purposes and further academic research.

Role of consultants – example:

In both the Universities' Travel Plan and the ADHB Travel Plan, the scoping exercise was carried out by an independent contractor prior to the engagement of the main contractors. This helped identify key issues and assisted in drawing up the tender documents (including a draft research programme) for the travel plans' subsequent development. In both cases, the awarded tender included a partnership team of consultancies. The partnership enabled the project to be carried out by a team of specialists: a project manager with large-scale travel planning experience and specialists in quantitative and qualitative research methodologies and delivery. The UTP also required the engagement of professionals able to undertake a technical review of the site, which was reported directly to the territorial authority's transport planners.

PART II – TRAVEL PLAN STAGES

4 SET-UP, SCOPING,

INITIAL ACTIONS AND COMMUNICATIONS

4.1 Set-up

A Memorandum of Understanding (MoU) underpins the stakeholder partnership. The MoU is signed by each party with a direct stake in the travel plan and its implementation. It outlines the high-level objectives of the travel plan as well as the resources that each party will contribute. For example, the MoU can outline the project governance, ARTA's provision of research tools and assistance, the territorial authority's provision of project management and funding, and the institutions' commitment to a travel plan champion and its contribution to funding.

A travel plan steering group provides the core of the governance for the travel plan. Representatives from the party organisations form the travel plan steering group, which may also include people from the institution's finance department, human resources, communications team, facilities management and unions.

As with all travel plans, the steering group is responsible for overseeing the project and ensuring each party adheres to agreed actions throughout the travel plan's development and implementation. The steering group is usually convened at this early set-up stage to sign-off the objectives of the scope, agree to the MoU and consider the next stages of the plan's development.

4.2 Scoping

In travel planning for institutions there is a heavy emphasis placed on upfront scoping. This helps to consider the diversity of the travelling population (staff and public) and their likely journeys to the institution – recognising that these journeys are often determined by the institution's operational policy (e.g. the operational hours, the types of services offered, the nature of the appointment scheduling or timetabling processes etc.). In addition, it is recognised that trips to hospitals are not "journeys of choice" and that there are a high number of people who do not attend their appointments, which may or may not be due to travel-related issues.

As well as considering journeys from a traveller's perspective, the scoping exercise often takes a long-term view (e.g. 10 years) in order to consider how infrastructural and service developments affect the nature and need for journeys in the future. For example, the considered placement of a new site development will have direct implications for ease of access. The scoping work could consider whether this would be more appropriate for regular commuters (such as full-time students) or those who come in for shorter periods and are therefore more likely to need their vehicles for other commitments.

The longer-term view also enables a review of regional and local authority transport plans and how these in turn will affect people's travel options and access to the institution.

To summarise, the scoping work could include the following reviews:

- > Existing services and operational policy that affects current traveller behaviour
- > Existing on-site infrastructure, and facilities which support safe access and use of sustainable travel options (walking, cycling, passenger transport, shuttle services, park and ride or car-pooling)
- > Institutional policy to support reduced and sustainable travel, including working from home and flexi-time arrangements, and subsidies for passenger transport or private use of fleet vehicles
- > Information on existing staff and public addresses
- > On-site provision of transport information for staff and public
- > Institutional plans for development, particularly where these will affect travel patterns and parking (e.g. new building works)
- > Current and planned local infrastructure, services and information provision supporting safe walking and cycling
- > Current and planned regional infrastructure, services and information provision supporting passenger transport.

Scoping work can also include a review of any data the institution has already gathered on vehicle movements around the site, including car-park use and peak travel periods, as part of previous or current development plans. For example there may have been some car-parking data collected to support past planning proposals to the territorial authority. Other data that might be available from human resources is a list of staff addresses or records of home addresses of any public that visit the site. Plotting this data on a GIS map could highlight some specific issues at this stage. Such data is usually subject to privacy requirements, particularly when handled by a third party. In this case, all personal identifiers would need to be removed.

4.2.1 Scoping outcomes

The scoping exercise involves discussions with key people (including those represented on the steering group) and will give an overall indication of the main issues affecting travel to the institution. It also enables the identification of potential “initial actions” that could be undertaken at the outset. These are often smaller-scale internal activities and could include anything that can be done that doesn’t necessarily need to be justified by further research, for example:

- > General promotion of passenger transport and other sustainable options
- > Increased promotion of any existing car-pooling services
- > Improved website information
- > Improvements to on-site security including lighting for pedestrians.

A significant benefit of carrying out initial actions is that they demonstrate the willingness of the institution’s management to take the travel plan seriously. Such representation is important for engaging the staff and public in the plan’s development and implementation. Depending on the timing of these initial actions, it is important to be aware of their early effects on behaviour change. Any changes in behaviour that occur from initial actions prior to the travel survey will not be captured by that survey and so cannot be included in measurements of success.

In addition to initial actions, the scoping work enables the steering group to gain some measure of the potential benefits associated with a travel plan as well as the potential scale of expenditure required for its implementation. It also provides the local and regional authorities with an early indication of their potential involvement and the likely impact on current and future work programmes.

A further output of the scoping work is the potential to identify priority travellers including those who could actually change their travel behaviour. For example, it is recognised that for certain sites, hospital staff who are more regular commuters are more likely to be able to use passenger transport options than patients who may have associated mobility issues or be taking time out from work to attend an appointment. In this case, it is the staff that are targeted to change their travel behaviour in order to prioritise patient accessibility.

Scoping example

The Auckland District Health Board (ADHB) scope report influenced the way the management approached the overall travel plan. Initially, the project was seen as a way to reduce parking issues for staff and visitors, and decreasing the number of outpatients who “did not show”. After the scope was completed, the aim of the project became improving patient and visitor access and creating a better health community at ADHB.

More generally, the scope should lead to the identification of key gaps in knowledge which will assist the travel plan’s overall development. These gaps form the basis of the research and information gathering strategy, which is discussed in the next section. The research and information gathering strategy has the travel behaviour survey at its core, but it can also include requirements for qualitative work (interviews and workshops) as well as an in-depth travel access study, a strategic operational review, and parking and passenger transport reviews (if considered appropriate).

Circulation of the draft scoping report to the institution’s senior management team, or board members, is a useful way to raise awareness of the importance of the travel plan in wider operational and developmental strategy.

Depending on the scale of the institution and number of sites, the scoping work could take 6 to 12 weeks and cost between \$5000 and \$10,000.

4.2.2 Tendering for the project

Completion of the scoping exercise provides enough information for the tender documents to be compiled. Generally, the tender goes out for the project management and delivery of the travel plan phases. More specifically, it is a call for the correct mix of skills and experience. Experience suggests that this is done through a consultant partnership approach. The tender documentation provides the background of the project and the task required, and can include specific detail of how the project is to be carried out. The project scope is a key tender document.

4.3 Communications and Marketing

A successful travel plan involves the cooperation of management, staff, visitors and patients to gather information and determine activities. More importantly, a travel plan asks individuals to think about changing an activity which they will have undertaken routinely, perhaps for several years. For many, the thought of trying an alternative to their normal form of transport will mean really selling them little changes. For others it may be providing them with the right information, the right message and incentives.

Communications and marketing is an essential component of the travel plan that needs to be consistent and continuous throughout the entire travel plan process. Communications activities aim to achieve a range of outcomes including:

- > Buy-in of senior management
- > Protocol for how stakeholders will communicate with each other during the project’s development, including the sign-off protocols for any media releases
- > Key risks associated with the project’s implementation and any mitigation strategies
- > The role and potential of internal information systems in promoting sustainable travel.

Marketing activities aim to achieve a range of outcomes including:

- > Raising awareness where individuals want to find out more about the travel plan
- > Answering potential questions and mitigate known issues
- > Maximizing participation and engagement of staff, public and visitors in the travel plan and, more specifically, the research and other key development activities
- > Encouragement and incentives for individuals to try a change.

Communication and marketing for institutional travel plans involves a wider range of audiences than the traditional workplace travel plan. It is important that there are various different marketing strategies and activities that will reach the varied audiences.

A draft of the communications and marketing strategy is best developed internally, as the institution staff are best placed to understand the most effective use of their existing communication channels. This strategy is likely to be better informed after the completion of the scoping document.

5 RESEARCH AND INFORMATION GATHERING

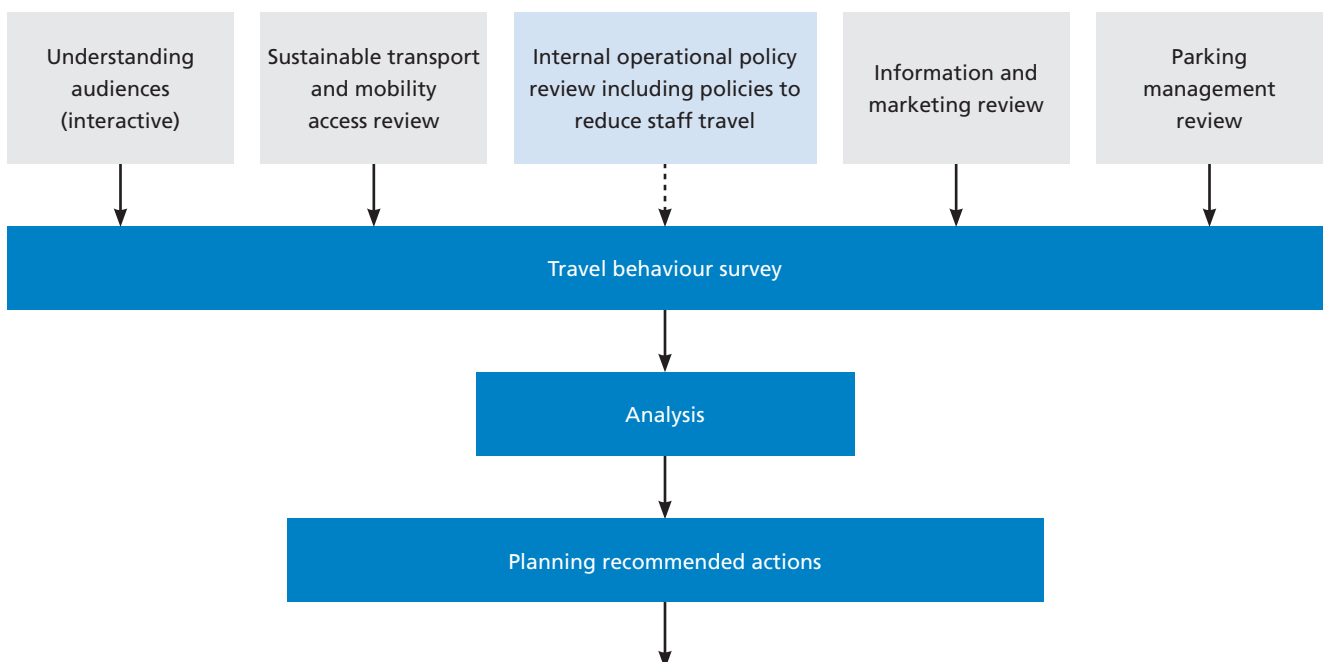
As with all travel plans, the research and information gathering stage forms the core of the institutional travel plan. The scoping exercise identifies the information that is required to confirm key issues and develop effective actions which will, in turn, encourage changes in travel behaviour and ultimately improve service provision.

The scoping report will provide a wide range of information about the institution and the key travelling issues. This will enable the local authority to develop a tender for the project management and travel planning work. Those invited to tender can be asked to suggest specific, and sometimes innovative ways, of engaging with the travelling audience as well as gathering other information as required.

There are various ways to conduct research and collect information for an institutional travel plan, usually including some form of qualitative (workshops or interviews) reviews of policies, detailed site surveys, passenger transport reviews and a travel behaviour survey. There are different perspectives on the order in which these should occur. For example, some projects conduct the travel behaviour survey prior to any passenger transport reviews, or focus groups and workshops, in order to plan actions after an assessment of current travel patterns. This is the process currently undertaken by the smaller workplace travel plan programme. For larger scale projects, however, experience in Auckland suggests it is beneficial to conduct the reviews, interviews and studies before the travel behaviour survey in order to:

- > Identify potential and viable options, and
- > Test those potential options using the survey to filter out those actions which are unlikely to affect travel behaviour.

Figure 2 Proposed research and information gathering strategy



In this approach, the survey (which is usually the most resource intensive and costly aspect of the research work) can be used to identify, and therefore justify, those actions which are most likely to be effective. This allows the outcomes of the quantitative research activities to ensure that the survey only asks questions that are feasible and for which something can be done. A diagram of a proposed research approach is presented below (Figure 2).

In general, the research and information gathering phase usually includes a range of components. These are discussed in turn below.

5.1 A note on ethics requirements

It is important to note that for some institutions (e.g. tertiary institutions and hospitals) ethics approval may be required before any information or data can be collected from staff or public. This can apply to quantitative and qualitative information gathering. Ethics approval ensures that any sensitive information is collected and handled appropriately. These institutions often have their own internal ethics boards, however hospitals may also have to clear research questions and methodologies with regional boards as well. Contracted and in-house professional researchers should be fully aware of ethics processes. At this point, it is necessary to be aware that ethics approval can take anything up to four to six weeks or longer if research questions or methodologies need to be amended. Ethics processes are therefore an important consideration in the timing of the travel planning process.

5.2 Understanding the audiences

The travel plan needs to determine the key travelling groups, the specific motivations, and the barriers to different travel options as well as appropriate targets for behaviour change. As is usual in larger scale travel plans, this is normally achieved through a combination of qualitative and quantitative techniques.

Qualitative techniques include interactive workshops, displays and photo novella research¹ with staff and public groups. Particular groups may be targeted for engagement in certain circumstances, for example groups that are considered most likely and most able to change their behaviour, or who have a special need or interest. "Focus groups" may or may not be useful as they often elicit support for the strongest voice rather than be representative of the particular audience group. Smaller scale work could include the recruitment of key informants from each group who can present the "story" of their peer's journey rather than the particular issues faced by an individual.

Quantitative techniques generally involve a travel survey targeting each audience. For staff, this is an online or paper survey promoted and accessed through internal communication channels such as email, internet and newsletters. For visitors and patients this can be one-on-one intercept or telephone surveys and for visitors generally intercept surveys. These are discussed further in section 5.8.

Communication and marketing plays an essential role in this phase of the travel planning process. Marketing and communication strategies need to ensure that all audiences are aware of the upcoming research and see the value in participating.

In many cases it is recognised that the research may have to identify particular cultural issues (including Maori and Pacific Island issues) during this and any other consultation processes.

5.3 Operational reviews

As has been discussed earlier, an institution's operational policy (hours of service, referral, timetable or appointment procedures) is likely to have a direct impact on why, when and how people travel. The scoping work should suggest whether a full operational review is likely to improve service provision by making access easier or reducing the overall need for travel. If considered necessary, this kind of review is best undertaken by key staff within the institution, as many of the issues may be linked to longer-term development objectives. For example an institution may decide to change operational hours, or timetables, or outsource some of its services to best serve those unable or without the means to travel. The operational review therefore both informs and is informed by the travel plan.

Operational policy options for reducing staff travel are more immediate and can include:

- > Hot-desking facilities for staff at satellite or rented offices
- > Options for working from home
- > Videoconferencing or use of Skype for meetings.

This stage of the review should identify if these or similar options are viable with the travel survey being used to test what level of uptake there might be.

5.4 Sustainable access, facilities and safety review

While the scoping work usually consists of a general on-site review, there may be a need for a more detailed study of pedestrian, cycling, mobility issues and passenger transport access, safety and facilities. This is most likely where the site is close to planned changes in transport infrastructure (e.g. a new road, busway or rail service), or in a high accident area. Such a study may need to be quite technical in its recommendations, so that the territorial authority can modify existing plans to improve safe access to the site. In addition, the study could provide recommendations for the institution concerning on-site facilities for pedestrians, cyclists and those with lower mobility as appropriate. The terms of reference for any study of this nature need to be agreed with the local authority planners to make sure that resulting recommendations can be easily reviewed and accommodated into the work programme.

5.5 Passenger transport services and subsidies review

Again, the scoping work identifies the extent and effectiveness of existing passenger transport services and gives some indication of future developments. However where significant changes to passenger transport are planned or are likely to be required, there may be a need for more detailed analysis of passenger transport options. In this instance, the local and regional authorities need to be directly involved, so that this information can be integrated into their relevant plans.

In addition to aligning actions with existing local and regional transport planning initiatives, other options that could be reviewed at this stage include:

- > The potential for the institution to provide dedicated shuttle bus services to stop at passenger transport nodes or park and ride sites
- > Consideration of employer-based subsidies or loans for discounted passenger transport tickets.

5.6 Information and marketing review

The scoping exercise identifies the potential for general improvements to information about travel options to the staff and public. This research and information gathering stage can undertake a more detailed review and assessment of the options for:

- > Travel information supplied to the public (including consideration of translated materials) online and in printed media
- > Travel information supplied to staff
- > Inclusion of personalised travel information to staff and public (either as part of an appointments procedure or staff induction)
- > Links to MAXX website and MAXX call centre information
- > On-site passenger transport promotion days
- > Promotion of car-pooling options and any incentives
- > Any other institution-specific communication tools and media such as email or printed newsletters.

The information and marketing review will assist in revising the communications strategy once specific actions are identified and agreed.

¹ Photo novella (meaning "photo stories") describes the qualitative photo-interviewing research technique that involves participants taking photos to illustrate day-to-day activities and events.

5.7 Parking management review

As is the case for most large institutions, parking space is in increasing demand as services expand and populations of public and staff grow. Further, institutions tend to offer a range of services throughout the day and this therefore means staff and the public may have to travel at various times. This also means they may compete for parking space.

Each institution will therefore face different issues depending on where they are situated, who they intend to supply parking for, whether or how much drivers are expected to pay, whether there are significant development plans that change the parking dynamics and so on. These issues should be highlighted in the initial scoping report.

Assuming that some parking spaces are maintained (for those travellers who have no other option but to drive) the following issues could be considered as part of a more detailed parking review:

- > Review of pricing and or subsidies
- > Accessibility spaces for disabled travellers
- > Co-ordinated signage
- > Allocation ratios of public and staff
- > Priority spaces for certain groups
- > Short-term and long-term parking options
- > Fleet vehicle management review
- > Potential to separate staff and public access to reduce congestion
- > Identification of additional off-site car parks for park and ride services
- > Priority spaces and discounts for car-poolers.

It is recognised that a parking management review is a significant piece of work and may require specialist skills in logistics, and also cost/benefit analysis of various provision and pricing policies. The review could be undertaken before the travel behaviour survey to test the options. Alternatively, it could take place after the survey once clearer figures are gained on the numbers of spaces required for any prioritised groups.

5.8 Travel behaviour survey

The travel behaviour survey is a core component of the travel plan. It assists in:

- > Determining the current usage of each travel option
- > Identifying factors that will encourage more sustainable travel
- > Setting a baseline from which to monitor future changes in behaviour
- > Providing national and regional data on the effectiveness of travel plans and ARTA's wider TravelWise programme.

In general, the survey is an opportunity to directly test actions identified through staff and public engagement and through the other reviews discussed above. In this way, the survey helps to determine actions which are most likely to assist behaviour change.

5.8.1 Survey customisation

All staff travel surveys are based around a set of core travel questions (developed by ARTA and Land Transport NZ) that allow for consistent collection of data about travel patterns and attitudes at the institutional, regional and national levels. Additional questions can be designed to assist in developing the travel plan. These are tailored for each institution to accommodate some of the inherent complexities in the institutional travel plan. These questions will take into account the large range of travel data collected during the scoping, and research and information gathering activities above. The questions are designed to capture and test specific and feasible activities that would encourage the travellers to use methods of transport other than the car. These could include a wide range of activities for example:

- > Incentives for passenger transport users, cyclists and walkers
- > Cash-out or subsidies for staff who give up their parking space
- > Rideshare scheme including reserved spaces or subsidised parking
- > Teleworking – home office subsidy to work from home two days per week
- > Improving bus connections from the local train station or bus interchange to the institution
- > A cycle users' group
- > Guaranteed ride home – emergency insurance for passenger transport and Rideshare users as well as cyclists and walkers.

5.8.2 Survey finalisation and approval

ARTA has a key role in approving the final survey. ARTA provides technical advice and approval for the survey content and design.

ARTA hosts the regional online travel survey tool. The survey tool is available for use with all institutional travel plans. While ARTA encourages the use of this tool and the free customisation service, it is not always practical to use this tool for some of the more complex research programmes. For example, in the case of the Auckland District Health Board a series of telephone surveys were undertaken, and it was more efficient to use the same tool for the telephone surveys as for the online staff surveys. In this case, ARTA approves the survey and receives the raw data from the consultants engaged for the research. For examples of institutional surveys there are the Universities' Travel Plan and the Auckland District Health Board surveys.

5.8.3 Survey sampling and methodology

Alongside the survey design are considerations about its delivery. These include the need to obtain the correct sample sizes as well as the best means for contacting and surveying the audience. While the communications strategy and any incentives should encourage participation, the best means of reaching audiences to allow them to complete the survey will largely depend on the nature of the institution and the audiences involved. For example staff or students may have access to the Internet while members of the public e.g. out-patients or visitors are best contacted by phone or face to face. Options include paper surveys, telephone contact, face-to-face and email delivery. It is possible to have different methods utilised for different target groups. All these methods have their pros and cons and any information supplied in a tender should require that specialist advice be offered by the research company including why a particular method is chosen. Technological innovation will continually provide varied options for data collection. In the meantime, those delivery methods which are more automated (email, web or computer terminal input stations) are likely to be cheaper than those that require personnel for delivery (telephone or face-to-face) or additional data input.

5.8.4 Survey analysis

The analysis of the research data needs to take into account all the information collected from site accessibility and information reviews and the travel surveys. This is a complex task and is usually carried out by the external research specialists. The results of the analysis provide the means to prioritise specific travellers with activities that will encourage travel behaviour change.

Taken together, the research and information gathering stage is the most expensive and complex stage in the development of an institutional travel plan, leading directly to the planning stage. There are different perspectives on the importance and timing of the activities described above. However it is recommended that the final research design should only be undertaken once the scoping work has identified the range of issues and opportunities specific to the institution.

6 PLANNING AND CONSULTATION

The planning stage itemises each of the recommended actions and develops a timetable for implementation. Actions from the institutional travel plan are likely to be large in scale (and associated budget) as well as need some co-ordinated action across the steering group parties, particularly where actions affect infrastructure and services. This tends to involve a final round of consultation and agreement between the parties before the implementation plan can be finalised. Continual involvement of the stakeholder groups throughout the earlier stages of the project should mean that most are prepared for the likely outcomes and can coordinate their work programmes in advance.

Actions tend to fall into one of the following categories:

- > Changing operational procedures
- > Reducing the need for non-essential travel
- > Reducing car use and parking demand
- > Improving infrastructure, services and facilities for sustainable transport options
- > Improving marketing and awareness of travel options
- > Improving information.

Planning – example:

The planning stage of the Universities' Travel Plan involved two universities (the University of Auckland and AUT University) well as ARTA, Auckland City Council and Transit New Zealand. As a result, the development of agreed actions, based on the research outcomes, represented a significant piece of work taking around six months in itself. This was largely due to the number of people involved in various departments in each organisation. In this instance, each member of the steering group was responsible for identifying the key people within their own organisations who needed to review the actions for their suitability and assess budgetary and other resource requirements.

With this in mind, the following process was undertaken:

- > The creation of draft recommendations resulting from the combined analysis of the research data and information gathering
- > Identification of priorities in terms of the likelihood for these actions to encourage safe and sustainable travel
- > Identification of likely timing of these actions based on priorities and inclusion into current and future work programmes (particularly for large infrastructural works)
- > Identification of organisational responsibilities for each action.

Draft recommendations were then agreed prior to staff and student consultation.

6.1 Consultation

An important part of the planning stage involves the further consultation and/or communication with the target audiences and other stakeholders on recommended actions. The communication and marketing activities carried out in this phase will have been identified in the early stages of communication planning. In the case of the Universities' Travel Plan, consultation was considered useful in order to gain further buy-in to the plan and to show progress during the extended planning process. The consultation was achieved online through an email link. Participants were able to register agreement or disagreement with each action and provide any other comments.

Following the consultation process, the draft recommendations can then be reviewed and reprioritised as necessary before finalisation.

7 IMPLEMENTATION

While experience of implementation of institutional travel plans is currently limited, there are a number of issues that are particularly important in larger-scale projects. These are discussed below.

Firstly, as in all projects that have involved the public in their design, it is essential that some key actions are undertaken early in the project's implementation stage. Workplace travel plans typically have a launch, or celebration event to recognise the staff's contribution to the project. However, this needs to be followed by a real and significant change in infrastructure or policy to increase travel options to show an ongoing commitment to the travel plan.

Maintaining momentum is the next key issue. Experience of workplace travel plans to date has shown that a drop-off can occur in activity soon after the plan launch. Those that maintain momentum usually have a motivated and dedicated in-house co-ordinator ensuring that promised budgets are delivered and turned into action. This is particularly important in larger-scale travel plans where consultants have been involved and where their absence leads to a lapse in co-ordinated activity.

Further to this, it is essential that other agencies also fulfil their agreed obligations (e.g. deliver improvements in information, infrastructure and/or services etc.). An in-house co-ordinator can regularly remind parties of their role and responsibilities. One means of achieving this is to provide regular six-monthly updates on progress to the staff and public affected by the plan. These reports can itemise each party's activity in light of the agreed actions.

8 ONGOING MONITORING

While the above activity reports enable monitoring of implementation, a repeat behaviour change survey is required to measure any modal shift or changes in vehicle kilometres travelled resulting from the travel plan. This is likely to be more concise than the initial survey focusing mainly on origin, destination, mode and time of day. For a Travel Demand Management project, a follow-up survey is unlikely to fully determine the effectiveness of any specific infrastructural, pricing or marketing action. However, some additional questions could assist in enabling a broader review of the effectiveness of travel plan actions. For example, participants could be asked about their experiences of policies and physical improvements, as well as any other actions that could make travel easier.

If considered necessary, some qualitative work could be undertaken to better understand any unexpected changes.

Overall, monitoring should enable a full review of the travel plan leading to reaffirmation of existing actions or adaptation if necessary.

The timing for the follow-up survey is generally 24 months after the original survey depending on the timing of any significant infrastructural work. For example, the Universities' Travel Plan will resurvey staff and students after the completion of significant work on the Central Connector (a new passenger transport and cycling corridor) in order to gain an understanding of how it and other activities affect journeys to the Learning Quarter in the Auckland CBD.

Snapshot surveys can be undertaken within this timeline as a way of monitoring progress towards targets and making minor improvements or changes to some of the initiatives that are implemented.

9 CONCLUSIONS

In general, it is the scale of institutional travel plans, and the involvement of multiple agencies, that determine the need for a flexible and long-term approach for institutional travel planning. As a result, these plans are more complex and diverse in their issues, travel characteristics, stakeholders' budget and timing.

A key aspect is the requirement for up-front scoping of the project parameters. This helps to understand the target audiences and identify the range of potential opportunities (hard and soft measures) for improving the stakeholders' journeys.

Tied to this is the requirement for an integrated research and information gathering programme that helps to justify specific actions (and expenditures). The components of this programme are likely to require specialist skills in research design delivery and analysis. While some institutions (e.g. tertiary) may have these skills in-house, it is likely that others will engage contractors to assist.

Where contractors are used, it is essential that in-house engagement is maintained to ensure that programmes maintain momentum during the planning and implementation stages.

Overall it is recognised that there is great potential to affect travel to the region's institutions, making it easier and providing more sustainable options. This is on the condition that careful and considered planning recognises and fully engages all relevant parties.

ARTA is able to provide further advice on institutional travel plans and will update this guidance document as more projects are undertaken.



ARTA'S MISSION:

**“TO DELIVER A WORLD-CLASS TRANSPORT SYSTEM
THAT MAKES AUCKLAND AN EVEN BETTER PLACE
TO LIVE, WORK AND PLAY.”**



Auckland Regional
Transport Authority