



GREATER WELLINGTON'S TRAVEL PLAN PROGRAMME  
*Choosing sustainable transport*

**Workplace Travel Plan Coordinator's Guide**





# Introduction

This guide is written for travel plan coordinators that are developing a travel plan for their own organisation as part of Greater Wellington's Travel Plan Programme. While every workplace is different, this guide focuses on a basic process for developing a workplace travel plan. It aims to make the travel planning process straightforward and cost effective while ensuring a quality travel plan for your organisation.

Greater Wellington Regional Council gratefully acknowledges the help of the Energy Efficiency and Conservation Authority (EECA) in the preparation of this Coordinator's Guide and the Auckland Regional Transport Authority (ARTA) for their assistance with the development of Greater Wellington's Travel Plan Programme processes and guidelines.

Greater Wellington provides the following to participating travel plan workplaces:

- Templates and guides for all steps in the travel planning process
- Advice and guidance through all the travel plan steps
- Online staff travel surveys for researching how staff currently travel and later evaluating how staff travel patterns have changed
- General survey analysis including a map of where staff live and how they travel to work

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Version 1.3

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May 2007  
Updated October 2007  
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# Chapter One: Introduction to travel plans

## 1. Introduction to travel plans

A workplace travel plan is a range of measures that promote sustainable modes of transport for the journey to and from work and also during the course of the working day. A workplace travel plan includes analysis of the way staff travel to and from work, site and policy audits and promotion of active modes of travel.

The five phases in a workplace travel plan are outlined below. Each phase is completed when the organisation submits key documents and key milestones are achieved.

### 1.1 Travel Plan Phases

#### 1.1.1 Set up

The purpose of the set up phase is to gain management commitment and appoint a travel plan coordinator. In this phase the objectives and scope of the travel plan are decided and how the travel plan will be researched.

#### 1.1.2 Research

This phase involves researching how staff currently travel and the transport issues for your site. It includes a staff travel survey of all staff and a site and policy audit.

#### 1.1.3 Planning

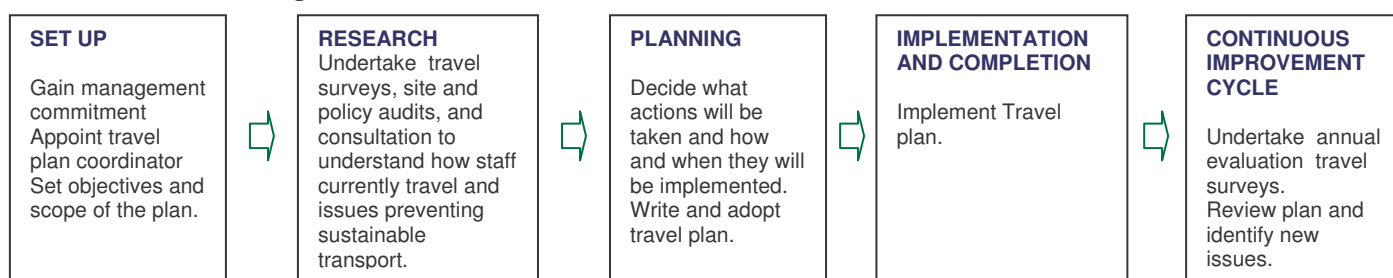
In this phase, the organisation decides which actions will be taken and how and when they will be implemented. The travel plan is then approved by senior management.

#### 1.1.4 Implementation and Completion

This is when the actions in the travel plan are implemented. At the end of this phase a final progress report and lessons learned report are completed to better assist organisations to meet travel plan targets and provide best practice examples.

#### 1.1.5 Continuous Improvement Cycle

This phase involves monitoring and improving the plan, including an evaluation survey on how staff travel patterns have changed as a result of implementation of your travel plan. A flowchart of the phases in developing a travel plan is shown below.



## 2. What is involved in each travel plan phase?

This table shows what is involved in each travel plan phase. It also shows what needs to be submitted to Greater Wellington, who is responsible for completing each task and what template and guides Greater Wellington provides.

| Phase                                | Purpose   | What needs to be done<br>(items in <b>bold text</b> are required to be submitted to Greater Wellington)   | Greater Wellington provides  | Who is responsible   |
|--------------------------------------|---|---|--|--|
| <b>Set up</b>                        | Gain management commitment and appoint a travel plan coordinator              | <p><b>Project Charter</b> outlines the framework of the project.</p> <p><b>Research Plan</b> (including communications plan) details how the research phase will be delivered. Communications plan outlines how the plan will be promoted.</p> <p><b>Partnership Agreement</b> is an agreement between your organisation and GW to meet the outlined responsibilities and follow the travel plan project methodology.</p> <p><b>Confidentiality Agreement</b> This ensures the protection of confidential information collected in the travel plan process.</p> | <p>Template</p> <p>Template, Communications Guide</p> <p>Template</p> <p>Template</p>                                    | <p>Coordinator<br/>Coordinator</p> <p>Chief Executive</p> <p>Chief Executive</p> |
| <b>Research</b>                      | Understand how staff currently travel and the transport issues for your site. | <p><b>All Staff travel survey</b> is an online survey of how staff currently travel</p> <p>Site and Policy Audit is about the facilities on your site and policies of your organisation.</p> <p>Travel Report: a summary of the results of the staff travel survey, policy reviews and site and policy audit.</p> <p><b>Project Scope</b> outlines the recommended targets and actions of the Travel Plan for senior management to approve in principal for further investigation.</p>  | <p>Survey and guide</p> <p>Site and Policy Audit template</p> <p>Basic analysis, map</p> <p>Template</p> <p>Template</p> | <p>Coordinator<br/>Coordinator</p> <p>Coordinator</p> <p>Coordinator</p>         |
| <b>Planning</b>                      | Decide which actions will be taken and how and when they will be implemented. | <b>Travel Plan</b> outlines background, aims, objectives, targets and actions written and adopted.  | Template   | Coordinator  |
| <b>Implementation and Completion</b> | Implement travel plan.  | <p><b>Final Progress Report</b> outlines the status and achievements of the project and lists any outstanding issues. This report provides case study examples of best practice.</p> <p><b>Lessons Learned Report</b> details lessons learned throughout the project. This and the progress report provide information to allow Greater Wellington to better assist organisations in meeting travel plan targets</p>  | <p>Template</p> <p>Template</p>  | <p>Coordinator</p> <p>Coordinator</p>  |
| <b>Continuous Improvement Cycle</b>  | Evaluate and improve travel plan.   | <b>Annual Evaluation survey</b> details how staff travel patterns have changed as a result of the implementation of the travel plan.  | Survey/basic analysis  | Coordinator  |



### **3. Benefits of a workplace travel plan**

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

#### **Solve parking and land problems –**

A travel plan could reduce pressure for car parking space allowing that land to be used for other purposes. It may be that you are relocating and won't have as many parks available or you would like to reduce the cost of renting or maintaining your car parks.

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

Many companies do not know how much money they spend annually on travel-related expenditure such as fleet fuel costs, company cars, other workplace-related travel, and car park expenses. By analysing your travel patterns, it may be possible to identify areas where your workplace can save money.

#### **Improve your company's image**

Being perceived as being 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 and 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. Physically active people often take less sick days and this can help increase your company's productivity.

### **4. Successful workplace travel plans**

Experience to date has found seven key factors to be present in successful travel plans.

#### **Ownership**

The travel 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.

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

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

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

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

### **Champion**

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

### **Coordinator**

The workplace travel plan coordinator provides the glue to drive the cohesive development and implementation of the travel plan. This person provides an essential link between the workplace and external stakeholders such as Greater Wellington.

### **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 the key tasks are achieved, this process will generate a solution owned by the workplace.

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

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

## **5. Resources required to run a workplace travel plan**

You will need to consider these human and financial resource requirements when designing a workplace travel plan project.

### **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 whilst not actually doing them yourself. For instance, there could be different individuals leading focus groups, completing site and facility audits etc., all reporting to you. Alternatively you may undertake the majority of the work yourself. Some larger organisations and/or those with multiple office locations may choose to contract project management support for the set up and research phases. Travel plan programme staff at Greater Wellington can assist in recommending appropriate resources.

Your responsibilities as travel plan coordinator may include:

- Presenting a business case to secure a budget for travel plan development and ensuring its efficient and effective use.
- Obtaining and maintaining commitment and support from senior managers, staff, union representatives etc.

- Designing and implementing effective marketing and awareness campaigns to promote your travel plan
- Setting up, coordinating, and attending working groups etc.
- Coordinating and promoting the staff survey and staff consultation required to research your travel plan
- Acting as a point of contact for all staff requiring information
- Liaising with different departments, e.g. human resources, facilities etc., and external organisations, e.g. local authorities, transport operators etc.
- Overseeing the development and implementation of the travel plan
- Coordinating and promoting the evaluation survey and monitoring programme for your travel plan.

## **6. 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 that might be appropriate include:

- Popularity amongst the staff and commanding respect – you will be trying to persuade them to change the habits of a lifetime
- Capability of dealing with all types of people within your workplace and external organisations
- Practical and realistic, with a balanced perspective
- Project management skills and the ability to analyse data and prepare reports.
- Organised in your thinking, and capable of multi-tasking, and
- A believer in the cause of sustainability, 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, whilst smaller workplaces have selected a coordinator from their existing workforce, who works on the travel plan in addition to their ‘normal’ work.

The travel plan coordinator should report directly to a managing director or a chief executive as this will send out messages about 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 board meetings and to others.

## **Working group**

The working group needs to be representative of the workplace. See the planning phase steps for more detail. The amount of time needed for the working group will vary and will depend on the findings for each workplace. As a guide, one or two meetings may be required during the setup phase, two to four meetings during the research and planning phases, with quarterly or six-monthly meetings during the implementation phase.

## **Role of the working group**

- Provide the management support required to take ideas forward and make strategic company decisions, e.g. to agree revisions to company policy
- Steer the travel plan in the desired direction and address any issues that have arisen
- 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 your travel plan
- Ensure that the work of the travel plan is coordinated with other activities in your workplace, and
- 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 along as necessary.

## **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 development of the plan (e.g. for travel coordinator's and working party time, any consultancy support, communications and promotion of the staff survey).

## **Ongoing time and resource requirements**

There will be resource requirements during the implementation phase. These are of course dependent on the size of the workplace and the scope of the travel plan and will be detailed during the planning phase.

While the demands on staff time should decrease once the travel plan has been developed, an ongoing staff resource of anything from 0.1 to 1 full-time equivalent (FTE) is likely to be required for the coordinator role and project work during implementation.

# Chapter Two: Set-up Phase

## 1. Overview of set-up phase

To gain management commitment and appoint a travel plan coordinator

### Objectives

- Gain management commitment and appoint a travel plan coordinator.
- Sign Partnership Agreement with Greater Wellington for both parties to meet outlined responsibilities and follow the travel plan project methodology.
- Sign Confidentiality Agreement with Greater Wellington to ensure the protection of confidential information collected in the travel plan process.
- Identify relevant stakeholders and working party and clarify their roles and responsibilities
- Develop a Project Charter outlining why your organisation is developing a travel plan and what areas it will cover.
- Develop a Research Plan, outlining what the research phase will involve
- Develop a Communications Plan for the project.

### Steps

1. Develop and present a case for undertaking a travel plan, showing the benefits
2. Gain management commitment to participate in the travel plan.
3. Ask management to sign Partnership Agreement and Confidentiality Agreement.
4. Identify stakeholders and possible working group members and their roles.
5. Develop the Project Charter. Define the scope of the travel plan (e.g. staff commuting, travel during the work day, visitor travel). Determine overall aim(s) for the travel plan.
6. Develop the research plan. Talk with Greater Wellington staff about any survey customisation requests.
7. Prepare a communications plan for the workplace travel plan.
8. Submit Project Charter, Research Plan and signed Partnership Agreement and Confidentiality Agreement to Greater Wellington.

9. Greater Wellington reviews the Project Charter and Research Plan within five working days.

### **Important themes**

- Engaging stakeholders in a collaborative process
- Managing the expectations of participants to ensure they are realistic

### **Greater Wellington provides:**

- Project Charter template
- Research Plan template
- Communications Plan guide
- Partnership Agreement template
- Confidentiality Agreement template
- Example of staff travel survey

### **Completion of set-up phase**

The set-up phase is complete when the Partnership Agreement and Confidentiality Agreement have been signed and the Project Charter and Research Plan have been approved by Greater Wellington.

## **2. What the set up phase involves**

### **Develop a business 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 may require the development of a workplace business case and/or presentation, for example specifying:

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

### **Identify stakeholders and working group members**

For a workplace travel plan, staff as a whole and management are key stakeholders. Greater Wellington, the local council and transport providers may be involved in your travel plan as external stakeholders. Greater Wellington Travel Plan Programme staff are available to attend some working party

meetings, such as the first working party meeting and the meeting to review the draft travel plan. Depending on your workplace there may be additional stakeholders, for example the property owner/manager and neighbours or other building occupiers.

The working group should comprise representatives of relevant staff departments and external stakeholders. The specific roles of the travel plan coordinator and champion should be filled. The travel plan champion should be someone in management who can make things happen in the workplace as required and lobby for the travel plan within the management team.

Note that the whole working group will not be required for every meeting. In effect there is likely to be a core group of members who drive the development of the travel plan and meet more regularly than the expanded or full group.

### **Develop the Project Charter (Greater Wellington provides template)**

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, and the 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 (e.g. meetings, intra-office travel, personal trips)
- visitor travel
- couriers, deliveries, freight
- air travel by staff and consultants
- the vehicle fleet
- vehicle and human resource policies, e.g. company cars, carparking, working from home

Your workplace may decide to focus on one of these areas first, with a later stage of the travel plan expanding to other areas. In large workplaces, there may only be opportunities to implement travel plan actions within a limited number of departments or sites.

### **Establish overall aims**

At this stage you should be able to establish overall aim(s) for your travel plan. For example:

- Reduce the number of car journeys used by staff for travel to and from work and within working hours.
- Increase the number of walking, cycling and public transport journeys used by staff for travel to and from work and within working hours.
- Increase the fuel efficiency and environmental sustainability of the vehicle fleet.
- Reduce work-related air travel by staff and consultants.
- Reduce the number of peak hour commuter trips by single occupant vehicle.

It is important to note here that preconceived views on the content of the travel plan should not be developed at this point, but should be informed by analysis of 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 assist with communicating why your workplace is developing a travel plan.

### **Develop the Research Plan (Greater Wellington provides template)**

The research phase provides the information you need on how staff travel and what transport issues exist in your organisation for you to determine the best actions to implement in your travel plan. It is important that the research phase is carefully planned so that the necessary information is collected.

Greater Wellington provides an online staff survey that asks staff how they currently travel to work and what would encourage them to consider walking, cycling, carpooling or catching public transport. From the survey results, Greater Wellington will analyse the data to build a picture of regional travel patterns. Greater Wellington will also provide a map of where staff live and how they travel to work.

In addition, a template for a site and policy audit is provided by Greater Wellington. This covers what facilities your site has, current vehicle and human resource policies and the transport routes to your site. This needs to be completed for each worksite in the Wellington region.

We recommend you carry out more in depth consultation with staff about what they perceive are the benefits of the way they currently travel to work and what they perceive are the barriers to trying an alternate option. This can be done in focus groups, through informal discussions with staff, by talking at staff meetings etc.

### **Prepare a Communications Plan (Greater Wellington provides guide)**

Successful communication is a key factor in the success of a travel plan. The quality of your Travel Plan depends on what percentage of staff complete the



travel survey and participate in the consultation. Communications can play an important role in engaging staff in the planning process.

Your communication plan can remain confidential to your organisation so it is not a requirement to submit this plan to Greater Wellington. As it is strongly recommended that you prepare a communications plan, Greater Wellington provides a guide to assist you in writing a communications plan. You may need to follow the communication guidelines within your organisation.



# Chapter Three: Research Phase

## 1. Overview of Research Phase

**Understand how staff currently travel and the transport issues for your site**

### Objectives

- Gather data required for the travel plan
- Analyse the data from the Travel Survey
- Recommend actions to senior management for approval in principal

### Steps

1. Carry out a site and policy audit for each worksite
2. Conduct online Travel Survey
3. Conduct focus groups or other form of consultation
4. Compile and analyse the data
5. Prepare a brief Travel Report summarising current travel patterns
6. Submit travel report to Greater Wellington (optional)
7. Submit Project Scope to Greater Wellington.

### Important themes

- Gaining and developing the active participation of the whole workplace
- Selecting data collection and communication methods appropriate to your workplace

### Greater Wellington provides

- Online staff Travel Survey
- Site and policy audit form
- Travel Report template
- Project Scope template

## **Completion of the Research Phase**

The Research Phase is complete when data from audits and surveys has been collected, analysed and summarised and the Project Scope has been approved by Greater Wellington.

## **2. What the Research Phase involves**

### **Carry out site and policy audit (Greater Wellington provides audit form)**

The first recommended data collection task is to gain a clear understanding of the transport options and facilities available on-site and your workplace's human resource and vehicle policies. Greater Wellington provides the audit form that simply needs to be filled out.

### **Conduct online Travel Survey**

The Travel Survey is a key part of the travel plan process. It is important that as many staff as possible complete the survey, the higher your response rate, the better quality information you have to build your travel plan. Greater Wellington provides the online survey which focuses on how staff travel to and from work and what would encourage them to consider alternate travel options.

The timing of the survey is important to maximise the response rate (e.g. avoid peak holiday periods and company deadlines such as the end of financial year) and to ensure travel patterns are as 'normal' as possible (e.g. winter is likely to mean less walking and cycling). Some coordinators suggest launching the survey on a Friday is a good time to get a higher response rate. The highest number of responses is generally on the first day. Prizes also play an important role in encouraging staff to participate, as well as endorsement from senior management.

It is important that prizes do not relate to transport as this may distort the results of the survey. For example, offering free train tickets is more likely to appeal to people who already catch the train, meaning a higher percentage of train commuters may answer the survey compared to other groups.

### **Focus groups and staff consultation**

Focus groups can be an effective way of gaining a more in-depth understanding of why staff make the travel decisions they do. We recommend focus groups of 6-8 people and that staff who use similar transport modes are in the same group, eg. car drivers, cyclists and walkers, public transport users. This avoids conflict in the group and helps provide a space where staff feel comfortable expressing their opinions.

A facilitator should guide the discussion, ensuring that participants do not deviate too far from the subject area, and ensuring that everyone in the group gets 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.

## **Prepare a Travel Report**

The travel report details the transport issues identified in the research phase. The report should organise the data so it can be easily interpreted and used by the working group to develop the travel 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. Obviously, the depth of the report needs to be appropriate to the size of the workplace and complexity of the transport issues. We suggest the following report format as a guideline:

- Introduction – outlining the purpose of the report, how the data was gathered and noting the response rate(s).
- 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.)
- Issues – a summary of road safety concerns, on-site facilities, policy improvements, etc.
- Potential action points – a suggested list of issues for the working party to discuss and recommend actions for.

It is a good idea to circulate this report (or a modified version) back to staff so they can provide feedback. It is likely that many respondents will be interested in seeing the results.

## **Develop the Project Scope**

The purpose of the Project Scope is to outline the recommended targets and actions of the Travel Plan for senior management to approve in principal. This is important in gaining management feedback before spending time detailing more exact costs and timeframes for implementation.

The Project Scope includes more detailed targets based on the results of the travel survey. When setting targets, it can be helpful to convert percentages to a number of people to gain a better picture of what the target would mean. For example, a 20% reduction in the number of solo car drivers means 10 less staff driving alone to work.

The recommended actions are detailed in a table in the Project Scope. For each action, include its priority, benefits, costs and who is responsible for this action. The benefits column can be a good place to use results from the research phase to justify each recommendation. For example, "Of the 10 people who currently drive alone to work and said they were 'likely' or 'very likely' to consider cycling more often, five chose a discount to buy a bicycle as one of three reasons that would make it easier for them to cycle to work."



# Chapter Four: Planning Phase

## 1. Overview of planning phase

**Decide which actions will be taken and how and when they will be implemented.**

### Objectives

- Write the Travel Plan
- Gain staff and senior management approval for the travel plan

### Steps

1. Prepare options for the Travel Plan based on the travel report findings
2. Consult with staff and working party on options
3. Greater Wellington reviews draft Travel Plan
4. Finalise plan
5. Gain senior management approval for the plan
6. Send Travel Plan to Greater Wellington

### Important themes

The quality of the Travel Plan will depend on the level of participation of the working group and staff.

### Greater Wellington provides

Travel Plan template

### Completion of planning phase

The planning phase is complete when the workplace travel plan has been approval by senior management and Greater Wellington.

## 2. What the planning phase involves

### Preparing the travel plan (Greater Wellington provides template)

This quality of the travel plan will depend on the degree of participation by the working group and staff in deciding what actions will be recommended. It may be required for the travel coordinator and working group to engage with senior management early in this phase particularly where changes to corporate policies may be recommended.

The working group's role in preparing the travel plan is:

- reviewing the travel report, results of any consultation, and any coordinator recommendations
- reaching agreement on the priority issues, and exploring all possible solutions using engineering, education, promotion, enforcement, and policy strategies.
- Consultation with staff may be done by circulating the draft travel plan for staff feedback with an email that highlights the key questions you would like staff to respond to.



# Chapter Five: Implementation and Completion Phase

## 1. Overview of implementation and completion phase

### To implement the actions in the travel plan

#### Objectives

- Facilitate the implementation of all aspects of the Travel Plan and inform staff of all changes
- Review progress on the actions in the Travel Plan with the working group, signing off the tasks which have been completed
- Document progress and lessons learned.

#### Steps

1. Launch the Travel Plan
2. Implement the Travel Plan
3. Communicate your Travel Plan achievements
4. Complete Final Progress Report
5. Complete Lessons Learned Report

#### Important themes

- Reviewing the implementation of the strategies as the programme progresses
- Maintaining a commitment to implementation and to adjusting strategies where necessary

#### Greater Wellington provides

- Final Progress Report template
- Lessons Learned Report template

#### Completion of Implementation and Completion phase

This phase is completed when the actions in the Travel Plan have been implemented and signed off. As a guide, the implementation phase may span several months, but may extend beyond this if major engineering measures are planned.



# Chapter Six: Continuous improvement cycle

## 1. Overview of continuous improvement cycle

### To evaluate and improve travel plan

#### Objectives

- Evaluate how travel behaviour has changed since the initial travel survey

#### Steps

1. Coordinate launch of evaluation survey to staff
2. Greater Wellington provide feedback on survey results
3. Review progress and results
4. Improve or extend travel plan based on survey results

#### Important themes

- Reviewing the implementation of the strategies as the programme progresses
- Maintaining a commitment to implementation and to adjusting strategies where necessary

#### Greater Wellington provides

- Online evaluation survey

#### Continuous improvement cycle

This phase is ongoing as the travel plan should be embedded in the workplace's culture and be updated and modified to achieve continuous improvement. The evaluation surveys are typically undertaken annually, starting from one year from the date of the initial survey.

## 2. What the continuous improvement cycle involves

### Evaluation Survey (Greater Wellington provides survey)

Greater Wellington Regional Council, Land Transport NZ and other local councils are very interested in understanding the benefits of Travel Plans, aligned with the five objectives of the New Zealand Transport Strategy. Therefore, New Zealand is aiming to establish best practice for monitoring travel plans. Key data are changes in kilometres travelled (KT) as a result of implementing a travel plan. This is measured by geo-coding the start of the commuting journey and mode of transport used.

Greater Wellington provides an online evaluation survey for all staff to complete, typically annually, starting one year from the date of the initial survey. As with the initial survey, it is important that as many staff as possible complete the survey to gain an accurate picture of changes in travel behaviour.