

Workplace Travel Plan

Westrail Centre

Albert Facey House

Murray Street

Marine House

August 2002



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Developing this plan was a collective effort involving many people. The Department for Planning and Infrastructure established a Working Group in June 2001 to oversee the process, with representation from the four workplaces involved including members of the Continuous Improvement Group.

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The plan was prepared under the TravelSmart Workplace program, coordinated by the Department of Environmental Protection and supported by the Department for Planning and Infrastructure. The Conservation Council of WA also contributed, through the Smogbusters program until it concluded in April 2002.

Jon Elder and Karin Stark of the Department of Environmental Protection facilitated the process and organised the survey. David Wake provided advice and completed the plan.

Thanks to all staff who attended the TravelSmart workplace workshops and completed the travel survey.

Executive Summary

Reducing reliance on car travel and encouraging use of travel alternatives is important to ensure Perth remains a liveable, efficient city. The Department for Planning and Infrastructure (DPI) promotes balanced transport in the community, and by implementing this plan, will continue 'walking the talk' by reducing car trips generated by its major workplaces.

In 2001, DPI's Corporate Executive endorsed involvement in the TravelSmart Workplace program, including development of a Workplace Travel Plan. Such plans are widely used in the UK to reduce transport costs and to date there are seven Perth workplaces with travel plans.

This plan aims to realise corporate, employee and community benefits by reducing unnecessary car trips generated by DPI workplaces. These benefits include:

- Demonstrating leadership in taking responsibility for transport impacts generated by the organisation and implementing balanced transport solutions
- Making efficient use of corporate resources and potentially realising savings through, for example, effective use of the vehicle fleet and managing parking provision
- Providing employees with better travel choices and facilitating physical activity for employee health and wellbeing
- Reducing emissions of air pollutants and greenhouse gas emissions and so enhancing environmental performance.

The plan recommends actions to improve and promote the use of travel alternatives at four of the Department's workplaces, with a combined workforce of over 900 employees:

- the Westrail Centre, East Perth
- Albert Facey House, 469 Wellington Street, Perth
- 441 Murray Street, Perth
- Marine House, 1 Essex Street, Fremantle.

Development of the plan involved an accessibility audit, employee and visitor travel surveys, an audit of pool vehicle use and planning workshops at each workplace. This work found, in brief, that:

- on average 32% of employees drive alone to and from work yet many live within cycling distance, close to public transport or close to potential car-pool partners;
- 111 employees have a vehicle provided by the Department through home-garaging arrangements or the Government Vehicle Scheme;

- the Department spends over \$316,000 pa to lease parking spaces and over \$1.6M pa on its vehicle fleet;
- 26% of employees are interested in switching from driving solo to using alternatives;
- 44% of business trips are made by car, most solo, and;
- at each workplace there are barriers to using travel alternatives, e.g. inadequate cycling facilities.

Actions to manage commute and business travel are recommended; these vary between workplaces because of differing facilities and accessibility. Implementing these actions should achieve a reduction in car driver trips and an increase in the use of travel alternatives. The plan targets an overall reduction in solo car driver commute trips of at least 5% by the end of 2003.

Recommended actions include:

- Improving employees' access to information on travel choices through the Department's intranet and workplace access guides;
- Holding workplace activities to promote travel alternatives as part of Bike Week, Shed Your Car Day and Walk Week;
- Improving bicycle parking, locker and shower facilities, as appropriate, at workplaces;
- Making Free-rider tickets available to employees for business trips;
- Establishing an internal ride-match system to facilitate car-pooling for commute and business trips; and
- Promoting teleworking as an option for appropriate employees.

Enhancing workplace access and managing transport impacts needs to be part of an ongoing process of action, evaluation and review. To put this into effect the appointment of a part-time Travel Plan Coordinator and formation of a Travel Plan Committee is recommended. The plan offers benefits across the Department, including corporate leadership, employee health and efficient use of fleet vehicles. Therefore the costs, including the employment of the coordinator, promotional materials and activities, and end-of-trip facility improvements, should be shared by all Divisions.

1. Introduction

1.1 *Towards balanced transport*

Eighty per cent of trips in Perth involve a car¹. Our high and rising dependence on the car for everyday travel affects air quality, physical activity, traffic congestion and transport costs for households and the community. Motor vehicle use is a major contributor to air pollution in Perth, a large and growing source of greenhouse gas emissions and an important factor in declining physical activity levels that affect people's health.² The State Government is committed to a balanced transport system that reduces reliance on the car and encourages walking, cycling and use of public transport.

The Department for Planning and Infrastructure is leading efforts towards balanced transport. The public transport system is being enhanced, the Perth Bicycle Network extended and use of travel alternatives promoted through the Cycle Instead, Walk There Today and TravelSmart programs. Land use planning initiatives such as Liveable Neighbourhoods are also facilitating use of travel alternatives.

1.2 *Travel for work*

In Perth, a fifth of trips are work related. These include trips between home and work, and trips made during the workday. Most work related trips are made by car and many of these trips occur in the morning and afternoon peak, adding to traffic congestion and air pollution.³

Government agencies and businesses can play an important role in promoting balanced transport. By reducing the motor vehicle trips generated by their workplaces, organisations can reduce traffic impacts, enhance employee health and even reduce business costs. A workplace travel plan (or green transport plan) is a way to consider travel issues and identify practical actions to reduce car trips. Such plans have been used widely in the UK and have recently been promoted in Australia. To date there are seven organisations in Perth that have developed travel plans, including the Water

¹ Travel surveys in Perth 1998-2001

² These issues are more fully described elsewhere, for example, in the *Perth Air Quality Management Plan* (Department of Environmental Protection 2000), National Greenhouse Gas Inventory Factsheet 3 (Australian Greenhouse Office 2001), and *Getting Western Australians More Active* (Physical Activity Taskforce 2001).

³ Travel statistics by trip purpose from Socialdata 2000 *Potential Analysis Perth*. The role of morning peak car commuting in smog formation is noted in *Perth Air Quality Management Plan: State of Knowledge* (Department of Environmental Protection 2000).

Corporation, Woodman Alliance, Woodside Energy Ltd. and the Department of Health. The Water Corporation has achieved a reduction in car driver commuting of 14%.¹

The TravelSmart Workplace program is helping organisations develop and implement travel plans. This program is coordinated by the Department of Environmental Protection and supported by the Department for Planning and Infrastructure (DPI).² In the TravelSmart Ten-Year Plan, the Department has committed to continuing support for TravelSmart Workplace and running a workplace-based program for its own employees.³

1.3 Developing the plan

In 2001, the Department's Corporate Executive endorsed participation in the TravelSmart Workplace program, under which this plan was prepared. The plan continues the Department's efforts to promote travel choices to employees. It provides a way to:

- Make an active contribution to balanced transport;
- Demonstrate leadership for other employers to manage their transport and environmental impact;
- Provide employees with travel choices;
- Promote physical activity for good health and wellness in the workforce, consistent with the Department's corporate health initiative, and;
- Promote shared values including trying new ways of doing things, working together and providing a flexible and supportive work environment.

This plan covers four Perth workplaces of the Department:

- Westrail Centre in West Parade, East Perth, with 98 DPI employees; more are to relocate there in time;
- Albert Facey House at 429 Wellington Street in the Perth central area, with 252 employees;
- 441 Murray Street in the Perth Central Area with 369 employees, and;
- Marine House at 1 Essex Street in the Fremantle town centre with 185 employees

Many of the actions proposed in this plan could be extended to other DPI workplaces in time.

¹ Based on employee travel surveys in 1998 and 2001 for the Water Corporation's Leederville office. This is a relative reduction of 22%. Actions implemented at this workplace include providing information on travel options, improving bicycle parking and facilitating carpooling.

² The Conservation Council of WA has played a key role in promoting green transport plans and was a partner in TravelSmart Workplace through the Smogbusters program, until its conclusion in April 2002.

³ Department of Transport 2000 *TravelSmart Ten Year Plan*

A Working Group comprising employees from each workplace, including the former Transport Department's Continuous Improvement Group members, was formed to oversee preparation of this plan. This work was supported by the Department of Environmental Protection's TravelSmart Workplace Coordinator and the Conservation Council's Smogbusters Project Officer.

The steps followed in preparing the plan included: (1) data collection including a workplace access audit, surveys of employees and visitors and vehicle pool audit, (2) planning workshops and (3) drafting the plan. These steps are described and results summarised in the next section.

2. Workplace access and travel

2.1 Workplace access

The workplace access audit involved an assessment of workplace facilities including pedestrian amenities, bicycle parking, lockers and showers, proximity of bus and train services and cycle routes, and vehicle and parking provision and policy. Full details are provided in a supporting report.

The audit highlighted opportunities and barriers in encouraging use of travel alternatives by employees and visitors. These include:

- Good access by public transport with the four workplaces close to bus and train services;
- Inadequate bicycle parking, locker and shower facilities, with all workplaces below the end-of-trip facility guidelines for government offices;
- Lunchbars, banks and other amenities within a short walk of most workplaces, the Westrail Centre is the exception;
- Ample free parking at the Westrail Centre; at the other workplaces there is limited parking though pay for use and short stay parking is available nearby;
- 111 employees have a vehicle provided by the Department under home garaging arrangements or the Government Vehicle Scheme;
- Some information on travel options is provided at most workplaces, but access to relevant information could be improved;
- There is no consistent approach to booking pool vehicles and no ride-matching system is in place for business or commute trips, and;
- Public transport tickets are not available in most sections for employees to use for business travel.

2.2 Employee and visitor travel

Employees at each workplace were encouraged to complete an online questionnaire in October 2001. Questions covered how they commuted to and from work over a week, how they travelled for their most recent business trip, their interest in switching modes for commute trips and attitudes towards transport-related environmental issues.

There were 355 respondents (39% of workforce) and results varied by workplace. Overall, 32% of employees drive alone to and from work and 50% use greener modes i.e. public transport, cycling or walking. Over a quarter (28%) expressed interest in switching to travel alternatives, with strongest interest in using public transport.

Westrail Centre staff have a high level of car use, but also significant interest in changing to alternatives. Albert Facey House staff have a low level of car commuting,

with most employees commuting by public transport. Car commuting is also low for Murray Street. Marine House staff use the car for most trips, but many would like to change.

Table 1 summarises key findings for each workplace. Figures 1 and 2 provide a breakdown of mode for commute and business trips by workplace.

Table 1. Workplace travel profile

Workplace	Commute trips solo car driver	Commute trips under 5km	Interest in travel alternatives	Business trips solo car driver
Marine House	46%	14%	43%	48%
Murray Street	17%	21%	20%	47%
Albert Facey House	11%	28%	12%	42%
Westrail Centre	53%	16%	39%	34%

Figure 1. Commute trip mode share: DPI workplaces

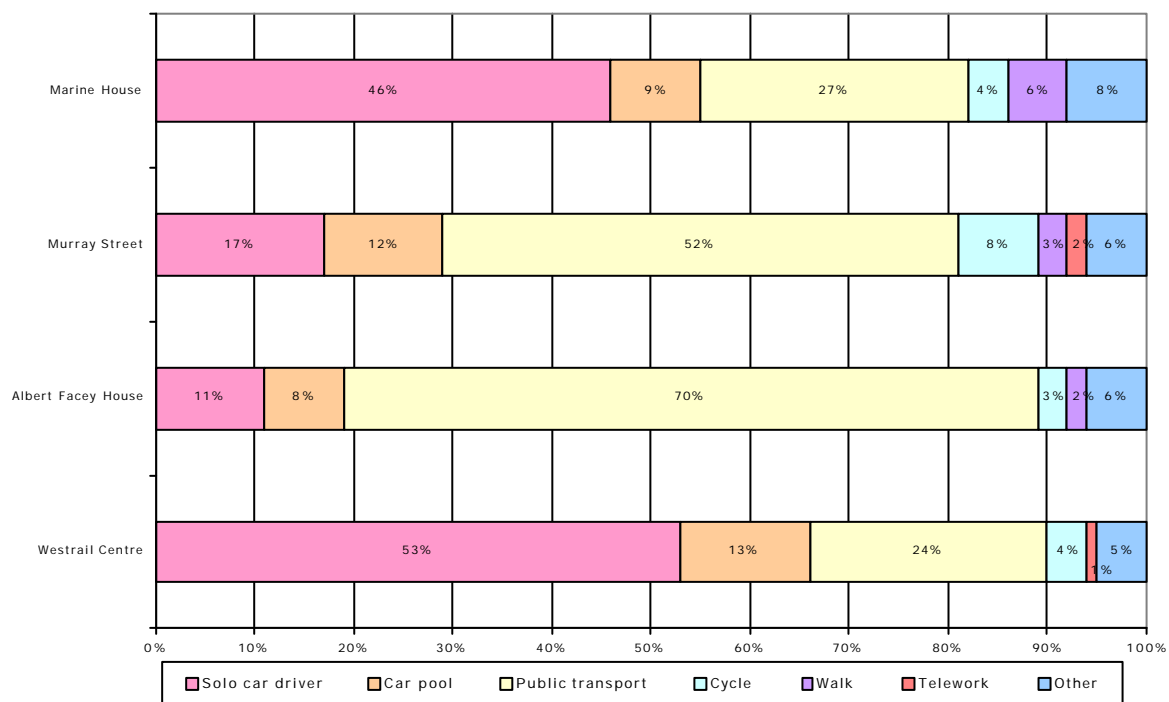
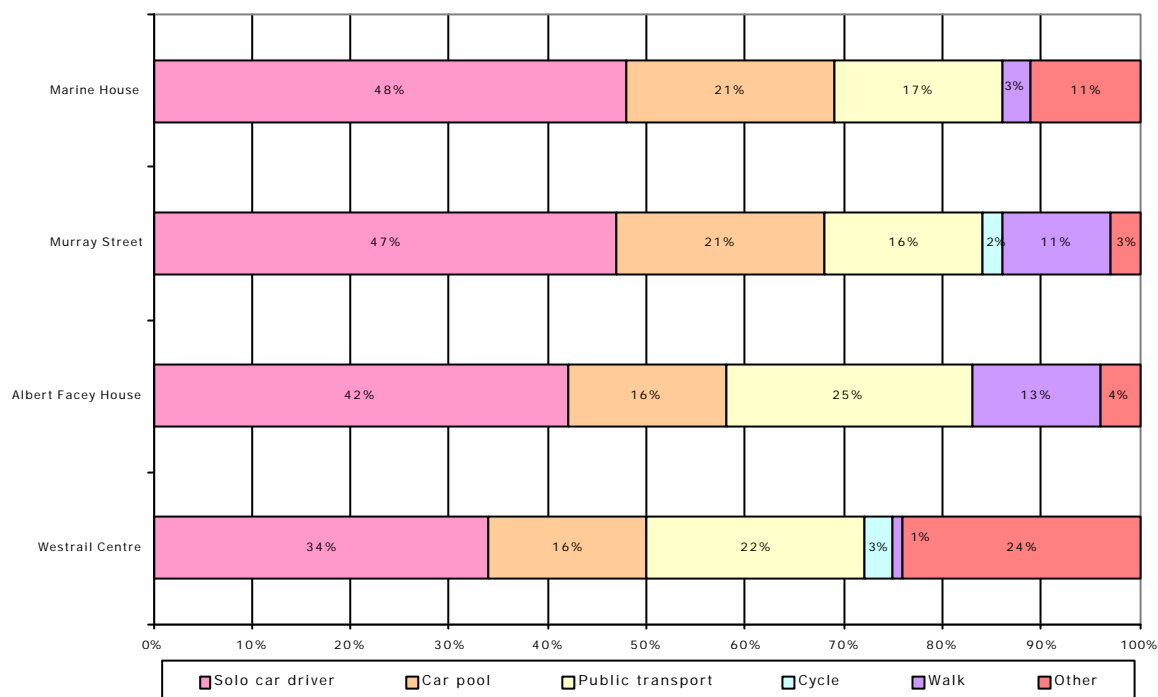


Figure 2. Business trip mode share: DPI workplaces



Trips by visitors were also considered. An intercept survey at Murray Street recorded 262 trips over four days with most being for business meetings or service trips. Car driver was the primary mode. Further study of visitor trips would be useful to assess the significance of these trips and how to manage them.

2.3 Vehicle use

An audit of logbooks for 'Q plated' vehicles was undertaken at Albert Facey House, Murray Street and Marine House to determine the availability of cars for business trips.

Vehicles selected were those that are available to employees for business trips on a workday. Vehicles covered by the Government Vehicle Scheme and those dedicated to a specific work purpose, e.g. inspections, were excluded. For each half-hour period for a given two weeks the availability of each car was checked.¹

In brief this exercise found that during the audit periods:

- seven cars were available at least 97% of the time at Albert Facey House;
- three vehicles were available at least 99% of the time at Murray Street, and;

¹ The vehicle use audit covered two one-week periods at each of the workplaces, during February 2001 for Albert Facey House and July 2001 for Murray Street and Marine House. Details are in the Supporting Report.

- two cars were available at all times at Marine House.

This suggests an excess of pool vehicles and so potential for cost and space savings, though some employees have reported difficulty accessing a car on occasions. If say six vehicles were removed from the fleet the Department could realise a saving of about \$54,000 pa, by eliminating fleet leasing, management, maintenance and fuel costs (more if include parking costs saved).¹ This warrants further consideration. Full details of the audit are provided in the supporting report.

2.4 Planning workshops

In December 2001, employees were invited to a workshop at their workplace. A total of 57 employees took part in the workshops. At each, a presentation was given, providing background to the plan and summarising results of the audit and survey. Actions to reduce car trips and promote travel alternatives were brainstormed, covering awareness, infrastructure and policy. Priority actions were identified through a voting exercise. Suggested actions were considered by the Working Group in developing this plan, most have been incorporated in some way.

¹ Estimated from vehicle fleet costs from Contracts and Central Services.

3. Workplace travel strategies

3.1 Targeting change

This plan aims to reduce motor vehicle trips generated by the four DPI workplaces covered. It seeks to encourage and facilitate change in transport practices, specifically avoiding unnecessary car trips and using travel alternatives i.e. walking, cycling, public transport, car-pooling and teleaccess¹, where appropriate, for commute, business and visitor trips. Change relies on people making some changes in their travel choices where they can by the means they can. This will be supported by an integrated package of actions covering awareness, infrastructure and internal policy.

Changes in travel behaviour are voluntary and in making travel choices individuals should consider a range of issues, such as trip purpose, trip distance, travel time, costs and personal safety. As a trip generator and employer the DPI can enhance the choices available to employees and visitors in a way that promotes health, safety and environmentally sustainable outcomes.

The potential to change work related travel is affected by several factors, including current travel patterns, the accessibility of the workplace by green modes, car parking provision, employee interest in changing and organisational support for change. Taking account of these factors the following targets are proposed for the plan, with the aim of meeting them by October 2003:²

- a reduction in car driver mode share for commute trips of at least 5% averaged across the four workplaces;
- increase in the share of commute trips made by green modes (walking, cycling and public transport) at each workplace;
- reduction in the share of business trips made solo by car.

Evaluation is important to assess progress towards these targets. Performance measures and evaluation are described in Section 4.

Although this plan is specific to the sites mentioned, there are many principles that could be used at other DPI workplaces and changes in Departmental policy and practice could enhance employee travel choices statewide. Consideration could be given to developing travel plans for other sites.

¹ Teleaccess means access by telecommunication, e.g. phone, email, internet, rather than by a physical trip. It includes teleworking.

² The Supporting Report includes information on behaviour change potential for each workplace. The use of workplace travel plans is relatively new in Australia and there has been little evaluation of what changes are likely and over what timeframes. Therefore a conservative estimate is proposed here.

3.2 Strategies for change

A description of recommended strategies and actions follows. Details for each action is provided in Section 5.

Strategy 1. Information and encouragement

More than a quarter of car driver commute trips by Perth residents are made for subjective reasons only, and could readily be switched to greener modes.¹ Doing so depends on addressing people's lack of information about travel alternatives or negative perceptions of them. Marketing travel alternatives and raising awareness are important means to effect greener transport practices through the workplace.

Promotional activities have been held from time to time in some DPI workplaces, e.g. Marine House participated in the Fremantle Shed Your Car Days and Bike to Work breakfasts have been held at Murray Street. Travel information, such as public transport timetables, is provided in some offices. Information on travel alternatives for work trips is on the former Department of Transport's intranet. A more intensive approach is suggested to provide employees and visitors with information on their travel choices and encouragement to use alternatives to driving alone.

Recommended actions:

- Enhance provision of information to employees on travel options through the Department's intranet and by including articles in the Infralink newsletter
- Run an awareness campaign as part of the TravelSmart Workplace program
- Include information on travel alternatives in employee induction presentations and packages
- Produce an access guide for each workplace providing practical advice on travel options available
- Organise workplace participation in Bike Week, Shed Your Car Day and Walk Week challenges
- Provide interested employees with individualised travel information through journey planning workshops or interviews.

¹ In-depth travel behaviour survey reported in Socialdata 2000 *Potential Analysis Perth*

Strategy 2. Cycling and walking facilities and promotion

Travel by bicycle or on foot offers environmental benefits to the community and a way for individuals to increase physical activity for health and wellbeing in their everyday routine¹. This is in keeping with the Department's corporate health initiative that recognises the benefits of healthier employees and the findings of the Premier's Physical Activity Taskforce². Cycling or walking are options for commuting to work and for business and personal trips in the workday, depending on trip distance. On average 20% of commute trips and 33% of business trips are within five kilometres of the workplaces.

The access audit found that end-of-trip facilities at DPI workplaces do not meet recommended guidelines.³ The number of showers, lockers and bicycle parking spaces fall below what is needed. Workplace facilities and support should be improved to better meet the needs of current walkers and cyclists and encourage more to join them. Promotions should include appropriate road safety information to encourage safe walking and cycling. Table 2 lists existing facility provision and recommended improvements for each workplace.

Recommended actions:

- Provide additional, secure employee bicycle parking and visitor bicycle parking at Westrail Centre, Albert Facey House and Marine House
- Install additional or improved locker facilities at all workplaces, and implement an adequate locker management system
- Upgrade shower facilities at Albert Facey House and review options for providing additional showers at the workplaces
- Maintain a bicycle repair kit at each workplace for emergency repairs
- Purchase pool bicycles for Albert Facey House and Marine House and promote pool bicycles at all workplaces
- Promote the health benefits of walking and cycling through corporate health screening or promotions
- Promote formation of cycle buddy groups and participation in local Bicycle User Groups
- Investigate ways to enhance use of cycle couriers for short trips.

¹ The State Government is working to increase physical activity levels in the population and changing travel behaviour is seen as an important strategy to do this, see Physical Activity Taskforce 2001 *Getting Western Australians More Active*.

² Amy Berson, Corporate Health Officer, DPI pers. comm.

³ The facilities at each workplace were compared with the guidelines in *Guide to Traffic Engineering Practice Pt. 14 Bicycles* (Austroads 1999) and *End-of-Trip Facilities in Government Buildings* (Department of Transport 1999).

Table 2. Recommended end-of-trip facility improvements – DPI workplaces

Workplace	Facility	Current provision	Guidelines ¹	Recommended improvements
<i>Westrail Centre</i> 460 staff (121 DPI) 20,000 m2	showers	3 male, 1 female in basement	4 male, 4 female	Review adequacy of current provision and consider options for additional showers, in conjunction with WAGR
	lockers	95 most full-length	92	Confirm that lockers available for use by DPI staff. Consider increasing number as workforce increases.
	long-term parking	10 spaces (5 U rails) in enclosure, 7 spaces in toast rack - store room	At least 46 spaces (23 U rails)	Install larger basement bike cage and install 10 to 15 U rails. Seek WAGR support and seek to share costs.
	short-term parking	toast rack for 5 bicycles on platform	At least 25 spaces (13 U rails)	Seek at least 5 U rails near building entry. Raise with WAGR.
<i>Albert Facey House</i> Approx. 350 staff (252 DPI) 9,288m2	showers	2 male, 2 female in basement	4 male, 4 female	Improve ventilation of existing showers and provide towel drying rack. Review options for providing additional shower – raise with building manager.
	lockers	No lockers	70	Install 30 full-length lockers. Consider additional lockers at later date.
	long-term parking	6 spaces on wall racks, not caged, in basement car park	At least 35 spaces (18 U rails)	Install bike cage and at least 10 U rails in basement. Propose to building manager and seek to share costs with other tenants.
	short-term parking	none	11 spaces (6 U rails)	Approach City of Perth to seek at least 3 U rails in appropriate location.

¹ Minimum provision recommended in end-of-trip facility guidelines by Austroads (1999) and the former Department of Transport (1999). The Austroads guidelines do not specify the number of showers or lockers to be provided, so the Transport guidelines are used. Full-length lockers preferred. For parking the lowest figure recommended is shown. Long-term parking should be bike lockers or a locked enclosure. Short-term parking facility should allow the locking of bike frame and wheels.

Workplace	Facility	Current provision	Guidelines	Recommended improvements
<i>Murray Street</i> 335 staff (all DPI) 6,000m2	showers	3 male, 2 female on ground floor	4 male, 4 female	Review adequacy of current provision if no. cycle commuters increases.
	lockers	54 half-length lockers	67	Assess use of lockers and options to increase number of full-length lockers in time.
	long-term parking	30 spaces (15 U rails) in basement enclosure	30 spaces (15 U rails)	Assess use and so need for additional parking.
	short-term parking	6 spaces (3 U rails)	7 spaces (4 U rails)	-
<i>Marine House</i> 181 staff (all DPI) 3800m2	showers	2 male - ground floor, 1 female - first floor	2 male, 2 female	Consider options for providing additional showers, e.g. use of shower on third floor.
	lockers	8 half-length lockers	36	Install 15 full-length lockers if space can be allocated.
	long-term parking	8 spaces (4 U rails) in basement carpark, not in enclosure	19 spaces (10 U rails)	Consider a bike cage with 6 U rails (use existing 4, add 2) in basement.
	short-term parking	none	4 spaces (2 U rails)	Approach City of Fremantle to seek at least 1 U rail in appropriate location.

Strategy 3. Public Transport information and incentives

There is opportunity to increase use of public transport by informing employees and visitors of public transport services available to them. In the employee survey, most of those considering using travel alternatives were interested in public transport.

All four workplaces are close to public transport services. The Westrail Centre is adjacent the East Perth Train Station, and bus services to the site have recently been improved¹. Albert Facey House is next to Perth Train Station. Albert Facey House and Murray Street are on the Red CAT route and within the Free Transit Zone. Marine House is on the Fremantle CAT route and within walking distance of bus and train services.

¹ From June 17, 2002 some Route 6 and 160 bus services extend from the Busport to the Westrail Centre in the morning peak, and back in the afternoon peak.

Providing information about services, and the cost savings from using them, is a key to change. The provision of public transport tickets to employees for business trips can also reduce unnecessary car travel.

Recommended actions:

- Provide Freerider tickets for business trips through each directorate
- Make relevant bus and train timetables available at each workplace
- Hold an information session on public transport at each workplace
- Investigate a public transport challenge to provide an incentive for employees to continue or try using public transport for commute and business trips
- Promote the CAT bus services and Free Transit Zone for city business trips.

Strategy 4. Car-pool connection

Car-pooling offers an alternative to driving alone. By sharing a ride, an employee can reduce vehicle trips, parking needs and personal travel costs. Mapping of DPI workplaces and the residential locality of survey respondents shows that many employees living close to each other suggesting potential for car-pooling. Car-pooling should also be possible for many business trips and would make more efficient use of the vehicle fleet. The challenge is to promote car pooling as a travel option and connect potential car-poolers. This can be supported through a ride-matching system.¹

Recommended actions:

- Establish a ride-matching system on the Department's intranet and monitor its use
- Investigate measures to encourage and support car-pooling.

(See also actions under 3.2.6 Vehicle fleet and parking.)

Strategy 5. Promote teleaccess

Increasingly, physical trips can be avoided by using information technology, including phone, email, internet and video conferencing. This avoids car use, travel time and offers flexibility. Teleaccess can be an option for employees through teleworking, email or phone conferences for business exchanges. Clients and colleagues could access information through the internet where appropriate.

Teleworking is a formal and regular arrangement whereby an employee performs their usual work at a remote site, usually their home. It reduces the number of cars on the road hence lowering traffic congestion and air pollution problems. Evaluation of

¹ Ride-matching seeks to connect potential car-poolers on the basis of trip origin or destination and time. The RACV has developed ride-matching software that could be used. The Water Corporation uses an intranet based register to facilitate car-pooling.

teleworking programs suggest greater satisfaction for employers and employees as well as increased productivity and decreased absenteeism.¹ The former Department of Transport successfully implemented a teleworking policy and has been a leader in facilitating teleworking in the public service.²

Teleaccess options, including teleworking, should be promoted to employees as a travel alternative.

Recommended actions:

- Adopt a telework policy across the Department
- Promote teleworking to employees, in keeping with the Department's policy, through the HR Bulletin and information sessions
- Promote public access to information and publications through the Department's website.

Strategy 6. Manage vehicle fleet and parking

The availability of parking and fleet vehicles has a significant effect on employees' travel choices with ample free or cheap parking likely to encourage driving, as does the provision of company cars³. By managing parking and the vehicle fleet, a workplace can reduce transport impacts and encourage consideration of travel alternatives.

The Westrail Centre has extensive free parking and a very high level of car driver trips. For DPI's city offices parking is more limited and car driver trips are much less. Options for managing employee parking should be considered to discourage unnecessary car commuting.

Leasing pool vehicles and parking bays is a significant cost to the Department. For example estimated fleet costs for Westrail Centre, Murray Street and Marine House combined are about \$1.6 million pa. The total parking costs for Murray Street and Marine House, included in office rental, is \$158,640 pa.⁴ The audit of pool vehicle use suggests excess capacity and so potential to reduce costs. The present vehicle booking system contributes to inefficient use of the fleet – a cooperative attitude and common booking system can reduce this inefficiency and enhance opportunities to carpool for business trips.

There is potential to reduce vehicle emissions, if not vehicle use, by including cleaner, more efficient vehicles in the DPI fleet. Two Toyota Prius sedans have recently been

¹ http://www.travelsmart.transport.wa.gov.au/teleworking_intro.html

² http://www.travelsmart.transport.wa.gov.au/documnt/teleworking_policy.pdf

³ This is borne out in travel profiles of workplaces and travel patterns of employees with an employer provided vehicle. See also *Managing employee parking in a changing market* (Municipality of Metropolitan Seattle 1993).

⁴ Information from DPI Contracts and Central Services.

leased for trial. These vehicle have a hybrid engine using petrol fuel and an electric motor to enhance efficiency and reduce emissions.¹

Recommended actions:

- Provide a common electronic booking system for pool vehicles at each workplace (that used at Albert Facey House could be appropriate)
- Review use of fleet vehicles and potential to reduce vehicle numbers
- Consider parking management options for the Westrail Centre.
- Introduce more vehicles that use cleaner fuels and are more fuel efficient into the fleet as older vehicles are replaced

Strategy 7. Remuneration packages and employer provided vehicles

The DPI provides some employees, currently about 111, with a vehicle for commuting under home-garaging arrangements or the Government Vehicle Scheme. The State Government's vehicle fleet policy considers employer provided vehicles an asset management measure rather than a salary package option, so the cashing out of vehicle 'entitlements' is not possible.² The scheme is to be reviewed; this may offer an opportunity for change.

There is currently no provision for the Department to include public transport tickets or other travel related items in employee remuneration packages – being able to do so could provide greater equity between modes and choice for employees. Current Fringe Benefits Tax arrangements pose a barrier. For example, employer-provided public transport tickets attract a much higher rate of tax than motor vehicles. Ways to address this issue and provide salary packages that include greener travel options should be considered.³ The State Government is seeking to have Fringe Benefits Tax addressed through the Australian Transport Council in order to encourage balanced transport options.

Recommended actions:

- Provide input to the review of the Government Vehicle Scheme to seek consideration of travel demand implications of current arrangements and possible alternatives
- Support research into the impact of Fringe Benefits Tax arrangements on travel behaviour and development of policy options to address it.

¹ Information on Prius vehicles from Toyota www.prius.toyota.com.au

² WA Government Fleet Policy and Guidelines dated 1 July 2000, available at www.indtech.wa.gov.au/govt/polguides/index.htm.

³ Fringe Benefits Tax and limited salary package options were identified, in the planning workshops and by the Working Group, as issues for managing travel demand at DPI and other workplaces.

Strategy 8. Workplace location and design

The location and design of a workplace strongly influences employees' travel choices. Changes in where DPI staff work are occurring as a result of organisation restructuring, and further changes are possible. Accommodation decisions are made beyond the Department, however it may have input.

The DPI should encourage consideration of accessibility in future office relocations, including whether the new location is well serviced by public transport, the provision of car parking and workplace facilities for cyclists. Office refurbishment can be an opportunity to improve end-of-trip facilities such as showers and bicycle parking. Accessibility should be a priority in accommodation planning and management.

Recommended action:

- Develop a policy to ensure workplace accessibility by public transport, bicycle and walking, including end-of-trip facilities, is considered in the relocation or refurbishment of Departmental offices.

4. Implementation, monitoring and review

4.1 Implementing the plan

Management and employee support for this plan is the key to its success. Employee involvement in preparing this plan and its approval by management provides a positive start to what needs to be an on-going process. Structures need to be put in place and responsibilities assigned to ensure the plan is effectively implemented; adequate resourcing is also important. Proposals to do this follow.

4.1.1 Travel Plan Coordinator

To coordinate implementation and monitoring of the plan, and provide a staff resource to follow through several of the actions, the appointment of a part-time Travel Plan Coordinator is recommended.

The duties of the Travel Plan Coordinator would include:

- Overseeing implementation of the plan
- Organising promotions and provision of information on travel options
- Providing a point-of-contact for employees – to seek information or provide suggestions on travel alternatives
- Managing the monitoring and review of the plan.

Travel Plan Coordinators, or equivalent, have been critical to achieving workplace trip reduction in the UK and their employment costs have been more than met by savings from more efficient work related travel.¹ Appointing a coordinator would be a tangible sign of the Department's commitment to the travel plan initiative, and achieving balanced transport in its own operations. The position could be 'hosted' by the Balanced Transport Systems branch.

4.1.2 Workplace Travel Committee

A working group of interested employees from each of the four DPI workplaces played a key role in developing this plan. A similar committee could support implementation, providing a forum to fine-tune actions, discuss implementation and review the results.

It is recommended that a Workplace Travel Committee be established to guide implementation and continuous improvement of the plan. It should have representation

¹ Professor John Whitelegg, Ecologica Ltd (UK transport and environmental consultancy involved in the UK government's site specific advice program that assists workplaces develop travel plans), pers. comm.

from the four workplaces, senior management and relevant parts of the Department that will have an important part in implementation, including Human Resources and Contracts and Central Services.

4.1.3 Resourcing implementation

Implementing the plan needs to be Department-wide effort and offers benefits across the organisation. It follows that the costs should be shared by all Divisions.

Improvements to end-of-trip facilities at workplaces where DPI is one of a number of tenants could benefit others. Therefore it is recommended that other tenants or building managers be approached with a view to sharing costs involved in enhancing or providing additional facilities.

The costs involved in implementing the plan, from July 2002 to December 2003, are estimated to be:

Employing a part-time Travel Plan Coordinator	\$15,000
Improving end-of-trip facilities, including bicycle parking, lockers and showers, as appropriate at each workplace	\$50,200
Producing information materials and running promotional activities, including event catering and prizes	\$5,000
Purchase of pool bicycles and helmets	\$2,000
<u>Total</u>	<u>\$72,000</u>

4.2 Monitoring and review

Documenting implementation of the plan and evaluating its effects is important to guide ongoing efforts to reduce travel demand. The plan aims to reduce car driver trips generated by workplaces, and sets trip reduction targets, but other effects are also important and should be considered.

It is recommended that an employee survey be undertaken around October 2003, with comparable questions to those used in the baseline survey from October 2001. This will allow the effect on modal choices to be assessed. A visitor survey should also be undertaken at each workplace to provide more robust data on visitor trips. In addition other measures are proposed, covering employee participation, bicycles in workplaces bike parking, use of pool bicycles and use of the proposed ride-matching system. Performance measures for the plan are shown in Table 3.

Experience in implementing the plan, staff feedback and the survey results should be used to review the plan in early 2004, with a report subsequently to go to Corporate Executive.

The review should consider issues including:

- effectiveness of the actions implemented and potential to continue them or use additional actions
- role played by the Travel Plan Coordinator and Workplace Travel Committee
- adequacy of organisational support provided for implementation
- potential to extend the initiative to other worksites.

Table 3. Performance measures

Factor	Measure	Baseline	Target or trend
SOV mode share for commute trips	% commute trips (average for the four workplaces)	32%	Reduce by at least 5%
Green mode share for commute trips	% commute trips made by walking, cycling and public transport (increase at each workplace)	50%	Increase
Employee cycle commuting	No. bicycles in workplace bike parking facilities (count twice monthly in audit period)	Baseline (August-October 02)	Increase (August-October 03)
SOV mode share for business trips	% metro business trips made solo by car (average across the four workplaces)	33%	Reduce
Use of pool bicycles	No. times pool bicycles booked for use	Baseline (August-October 02)	Increase (August-October 03)
Employee interest in car-pooling	No. hits on ride match page on intranet	N/A	N/A
Employee interest in travel alternatives	No. employees participating in challenges, presentations, etc. and making enquiries to Travel Plan Coordinator	N/A	N/A

Key: SOV means Single Occupant Vehicle, i.e. driver only.

5. Recommended actions

Actions recommended to reduce car trips, improve and promote travel alternatives and coordinate implementation, monitoring and review of this plan are detailed in the following table. For each action a description is provided together with responsibility, timeframe and resources for implementation. An indication of priority (H for high, M for moderate and L for low) is given based on potential to reduce car trips.

Table 4. Workplace travel plan: recommended actions

Number ¹	Priority	Action	By whom	By when	Estimated resources/costs
1	Information and encouragement				
1.1	H	Enhance provision of information on travel options available to employees through the Department's intranet and by including articles in the newsletter	Travel Plan Coordinator with Information Technology and Communications	Intranet by October 2002 Newsletter articles ongoing	
1.2	H	Run awareness campaign through TravelSmart Workplace program	Department of Environmental Protection	March to August 2002	Run by DEP
1.3	M	Include information on travel alternatives in employee induction presentations and packages	Human Resources and Travel Plan Coordinator	October 2002 Inductions ongoing	
1.4	M	Produce an access guide for each workplace providing advice on travel options available	Travel Plan Coordinator	December 2002	Preparation \$2,500

¹ The number corresponds with relevant strategy described earlier in this plan.

1.5	M	Organise workplace participation in Bike Week, Shed Your Car Day and Walk Week challenges	Travel Plan Coordinator and Balanced Transport Systems	Ongoing	Materials, catering where necessary \$1000
1.6	L	Provide interested employees with individualised travel information through journey planning workshops or interviews	Travel Plan Coordinator and Balanced Transport Systems	March 2003	Materials \$500
2.	Cycling and walking				
2.1	H	Provide additional, secure employee bicycle parking and visitor bicycle parking at Westrail Centre, Albert Facey House and Marine House	Contracts and Central Services Liaise with building managers	September 2003	Materials and installation of bike cages and U rails: \$31,200 (potential to share costs with other tenants in some workplaces)
2.2	H	Install additional or improved locker facilities at all workplaces, and implement an adequate locker management system	Contracts and Central Services Liaise with building managers	September 2003	Lockers and installation \$9,000
2.3	H	Upgrade shower facilities (ventilation and drying rack) at Albert Facey House and review options for providing additional showers at workplaces	Contracts and Central Services Liaise with building managers	September 2003	Albert Facey House improvements: negotiate with agent Design consultant to assess options for additional showers: \$10,000
2.4	H	Maintain a bicycle repair kit at each workplace for emergency repairs	Contracts and Central Services	As needed	
2.5	M	Purchase pool bicycles for Albert Facey House and Marine House and promote pool bicycles at Westrail Centre and Murray Street	Travel Plan Coordinator and Balanced Transport Systems	By October 2002	Four bicycles and helmets \$2,000
2.6	M	Promote the health benefits of walking and cycling through corporate health screening or promotions	Corporate Health Officer and Travel Plan Coordinator	From October 2002	\$500

2.7	L	Promote formation of cycle buddy groups and participation in local Bicycle User Groups	Travel Plan Coordinator, Corporate Health Officer	May 2003	
2.8	L	Investigate ways to enhance use of cycle couriers for short trips	Travel Plan Coordinator and Contracts and Central Services	April 2003	
3.	Public transport information and incentives				
3.1	H	Provide Freerider tickets for business trips through each directorate	Contracts and Central Services to promote	December 2002	Cost of tickets \$2.50 each (each Directorate to fund)
3.2	H	Make relevant bus and train timetables available at each workplace	Travel Plan Coordinator	February 2003	Transperth to supply
3.3	M	Hold an information session on public transport at each workplace	Travel Plan Coordinator and Transperth	April 2003	Up to \$500 incentives
3.4	M	Investigate a public transport challenge to provide an incentive for employees to continue or try using public transport for commute and business trips	Travel Plan Coordinator	April 2003	
3.5	M	Promote the CAT bus services and Free Transit Zone for city business trips – through noticeboard posters and workplace media	Travel Plan Coordinator	December 2002	
4.	Car-pool connection				
4.1	M	Establish a ride matching system on the Department's intranet	Information Technology	In progress, complete by October 2002	Use free software
4.2	L	Investigate additional measures to encourage and support car pooling	Travel Plan Coordinator	October 2003	
5.	Promote teleaccess				
5.1	H	Adopt a telework policy across the Department	Human Resources	November 2002	

5.2	M	Promote teleworking to employees, in keeping with the Department's policy, through HR Bulletin and information sessions	Human Resources	October 2003	
5.3	L	Promote public access to information and publications through the Department's website	Information Technology and all divisions	Ongoing	
6.	Manage vehicle fleet and parking				
6.1	H	Provide a common electronic booking system for pool vehicles at each workplace	Contracts and Central Services, Information Technology,	December 2002	
6.2	M	Review use of fleet vehicles and potential to reduce vehicle numbers	Contracts and Central Services	September 2003	
6.3	M	Consider parking management options for the Westrail Centre	Travel Plan Coordinator, liaise with WA Government Railways	June 2003	
6.4	L	Introduce dual fuel and smaller, fuel efficient vehicles into the fleet as older vehicles are replaced	Contracts and Central Services	Ongoing	Consider in fleet replacement process
7.	Remuneration packages and employer provided parking				
7.1	H	Provide input to the review of the Government Vehicle Scheme to seek consideration of travel demand implications of current arrangements and possible alternatives	Travel Plan Coordinator, Balanced Transport Systems		
7.2	M	Support research into the impact of fringe benefits tax arrangements on travel behaviour and development of policy options to address it	Balanced Transport Systems	July 2003	
8.	Workplace location and design				

8.1	M	Develop a policy to ensure workplace accessibility by public transport, bicycle and walking, including end-of-trip facilities, is considered in relocation or refurbishment of Departmental offices	Travel Plan Coordinator and Contracts and Central Services	November 2002	
9.	Implementation, monitoring and review				
9.1	H	Appoint a part time Travel Plan Coordinator (0.2 FTE Level 4) to coordinate implementation, monitoring and review of this plan	Balanced Transport Systems	ASAP	Salary and on-costs \$7,500 pa
9.2	H	Establish a Workplace Travel Committee to advise on and review implementation of this plan; it should include representation from the four workplaces, Human Resources, Central Services	Travel Plan Coordinator	September 2002	
9.3	M	Undertake a travel survey involving employees and visitors to provide data for assessment of the plan's impact	Travel Plan Coordinator	October 2003	
9.4	M	Review the effectiveness and actions in the plan and consider preparing a new version	Travel Plan Coordinator and Workplace Travel Committee	February 2004	