



TravelSmart Employers Kit

WELCOME

This TravelSmart employers pack is designed to be used by Australian employers seeking to encourage their staff to travel to, from and for work in a more sustainable fashion.

It draws on the best travel behaviour change techniques from Australia and overseas and empowers workplaces to achieve real and lasting change in the way their staff travel.

While this pack can be used as a stand-alone document, employers may wish to seek further guidance and assistance from state TravelSMART programs, where they exist:

Victoria – www.travelsmart.vic.gov.au

Western Australia –
www.dpi.wa.gov.au/travelsmart

Queensland – www.transport.qld.gov.au

South Australia –
www.transport.sa.gov.au/environment/travelsmart/a/index.asp

The employers pack is divided into the following sections:

Getting Started

An explanation of the process of developing an access plan (also known as a green transport plan). Includes:

- Developing an access plan
- Implementing your access plan
- Mock access plan
- Survey cover letter
- Sample staff travel survey

There are also sections covering the various commuting modes:

- Walking
- Cycling
- Public Transport
- Carpooling
- Travel for Work
- Telecommuting

We have also gathered a selection of best practice examples in travel behaviour change from around the world in the case studies section.

Getting Started

You've decided you want to help your staff find more sustainable ways to get to and from work rather than everyone driving alone.

You know it will be a good decision in terms of reducing your organisation's impact on the Australian environment and it will be good for your green credentials.

You've even heard that some of the TravelSmart techniques can help you retain valued staff and increase productivity.

However, you are wondering what it will all cost, both in terms of time and money (Answer: not as much as you might fear) and most importantly, you're wondering just how do you get started?

This section is designed to take you through the steps of developing and implementing your TravelSmart access plan.

It's backed up by the sections on different ways to get to work (including one for travel when your staff are already at work) and finally a collection of case studies.

Developing an Access Plan

An access plan is an employer-based package of alternative travel options to the car which also suggests ways to use the car more efficiently for in-work travel and commuting.

A typical plan may look at walking, cycling, public transport incentives, flexible ways of working such as telecommuting, car sharing and company car fleet (choice of vehicle, driver training, fleet operation). The information sheets in this pack will give you specific details about promoting each of these modes of transport.

Access plans may also be known as green transport plans, travel plans, green travel plans or travel for work plans.

All describe written strategies which employers use to influence staff travel behaviour. The different names have evolved over time in different circumstances.

However, you will also need to know how to develop your access plan to ensure that your staff will be willing to change and that the changes take place.

The survey

Access plans start by recording some key information about your staff's travel habits, before you make any changes to encourage them to travel more sustainably.

A good way to gather this information is through a survey. Questions should typically cover issues such as how staff get to work at the moment, where they travel from, what time they get to and leave work each day and their attitudes to different forms of transport.

The findings of the survey will influence what measures you include in your access plan. For example, if you have a lot of staff living close to work, you may want to concentrate on promoting cycling and walking. If your staff are more dispersed, you might want to look at carpooling, public transport and telecommuting.

This pack includes an example of a survey to give you an idea of the questions asked, as well as a copy of a survey cover letter which you can adapt and send out to staff before the day of the survey, letting them know what it's about and when it's on.

Writing the plan

There are two things to remember when sitting down to write your access plan:

1. There is no one right plan. Each employer is different and each access plan will be different.

2. We're not expecting a detailed 30 page thesis. The access plan is designed to be clear and straightforward.

From previous experience, an employer can write and gain approval for an access plan within 12 months. Of course, if you can do one sooner, then all the better as this will allow you more time to get on with actually doing it.

The 12 month timetable is based on our experience of how long it takes for an employer to come to grips with the concepts of TravelSmart, write a plan and get it approved internally.

To get you started, we've included a mock plan in this pack for a fictional company in Melbourne's northern suburbs, CCC Industries.

Feel free to adapt this plan for your own use. You might find the checklist of ideas on the back of each of the information sheets on the different forms of transport, useful for your plan.

Who should be involved?

This depends on what you think you need to do internally to get your access plan accepted and approved, so that it will become an active and effective strategy within your organisation, rather than a document gathering dust on a shelf.

You may already have a relevant committee which will be interested in working on the plan. It makes sense to have more than one person working on the plan for the simple reason that it's better to share work around.

This also improves the chance of the access plan being accepted by a wide range of people and departments within your organisation.

On the other hand, you may choose to develop the plan yourself. If you do, it is important that you have the support from senior management. At some point, this plan is going to need to be approved if your employer is going to actually enact it.

Of course, if you are in senior management, you can pretty much choose your own method for developing the plan!

Implementing Your Access Plan

What next? Once you've got an access plan, you may think all the work is done. Not so.

However, much of the difficult work has been done and as for the rest, at least you have a clear idea of what is to be done. It's all set out in your access plan.

Internal marketing

Each of the various modes of transport will need to be marketed to staff in their own way. There are some obvious events you can use, but in all instances, you will want staff to view these alternatives as having positive benefits for them.

It's important to keep listening to staff and to help them make changes. It's not enough to say "well, I think you should all be catching public transport and here's a few timetables to help you". You need to hear concerns staff may have about trying different modes of transport.

They may be concerned about security on public transport at night, they may have children to drop off at school on the way to work or shopping to pick up on the way home or they may be worried about safety on the roads when cycling.

A key message to staff should always be - traveling by a different method just one day a week can make a big difference.

In terms of that person's contribution to reducing greenhouse gas emissions from their commuting, by coming to work in a sustainable manner one day a week, they've already achieved a 20% cut than if they'd been driving alone to work.

Who's doing all this?

As with developing the access plan, the question of who implements it within your organisation is one that needs to be carefully considered.

Ideally, you want TravelSmart initiatives to become part of ongoing staff management activities. If you already have regular meetings on these issues, you might want include TravelSmart on the agenda.

Alternatively, you may want to set up a group of interested staff members. For example, cyclists will not only generally have good ideas about practical measures, such as where cycle parking should be installed, but will also be energetic in helping you develop and implement the plan.

As in the development phase, the backing of senior management is crucial at all times.

Reviewing progress

A typical access plan may last three or five years. If you've done all the things you said you were going to do within that time, you should have seen some real change in the way your staff are traveling to and from work.

Hopefully, the benefits - economic, health, environmental - will be recognized within your organisation and you'll be satisfied with your achievements.

You should plan to measure your progress through annual surveys of staff travel behaviour.

You may get to the stage reached by an employer in the UK, Cambridge Econometrics. It had achieved as much as it could - all its staff were cycling or walking to work and it had removed the on-site car parking - and felt it could not gain anything more from membership of the TravelSmart -type organisation with which it had been involved. Instead, it withdrew from regular network meetings and became a recognised example of best practice for others.

Most other employers feel that at the end of their access plan, they need to review the plan. In some instances, they may want to offer even greater incentives to help more staff change their traveling habits.

Others may want to switch to trying to sustain the progress they've made so far. Even if you have achieved a change in staff behaviour, you should assume that you will need to continue working to sustain that behaviour. For example, new staff may not be aware of TravelSmart initiatives and so will need convincing.

Ideally, you should get to a stage where TravelSmart is as much a part of your organisation's everyday administration activities such as health and safety and other human resource issues.

Mock Access Plan

To make things easy, TravelSMART has developed a mock plan for a fictional company, CCC Industries, based in Melbourne's north.

You can use this plan as a guide for drawing up your own Access Plan. It consists of four sections:

- aim
- background
- targets
- actions

aim

The aim sets out what you want to achieve and when. It should be closely linked to the more detailed targets. It can include:

a preamble

Australian employers are increasingly bearing the cost of traffic congestion and according to the Bureau of Transport Economics, that cost is set to nearly triple by 2015.

CCC Industries recognises that employers have a key role to play in reducing traffic congestion within Melbourne, and has developed the following access plan accordingly.

transport change targets linked to a timeline

The overall aim of the plan is to cut the number of single occupancy car journeys to, from and for work by employees of CCC Industries, by 23 per cent by 2006.

background

This section provides the context for your plan. You can look at:

how many staff there are and how they get to work	<p>CCC Industries is a medium sized employer based in Preston. It has 450 employees and the majority of these (78 per cent) drive to work alone.</p> <p>Twelve per cent cycle, 6 per cent take public transport and 4 per cent walk.</p> <p>A GIS map of employee postcodes found that 48 per cent of people lived within 5 kilometres and 65 per cent within 8 kilometres.</p>
why staff travel a certain way and the effects of this choice	<p>CCC Industries has limited car parking space on-site which fills up rapidly each morning and then spills out into neighbouring streets, leading to complaints from residents.</p> <p>The council has mooted introducing resident parking permits for the surrounding area.</p>
existing provision for sustainable modes of transport	<p>The nearest bus stop is two blocks away and this has been cited as a disincentive by people wishing to come to work by public transport.</p> <p>The only cycle parking is at the rear of the car park, away from the main building. The racks themselves are concrete slots in the ground and are rarely used by staff who prefer to lock bikes to railings.</p> <p>Management discourages cycle parking by the front entrance as it presents an untidy image to visitors.</p>
incentives for certain travel modes and what these cost	<p>CCC Industries pays mileage for cars used on company business and has no pool cars. There is no formal car sharing scheme. CCC Industries does not pay a mileage rate for cycle usage.</p>
consider cutting out some journeys altogether	<p>A number of staff work occasionally at home. The work of CCC Industries is such that more staff could work from home on a regular basis.</p>

targets

Here is where you set out the detail of what you want to do.

working out how the plan will be implemented and by whom	<p>CCC Industries will work to achieve its overall target of a 23 per cent reduction in the number of car journeys by 2006 by:</p> <ul style="list-style-type: none"> • recognising non-physical barriers to using sustainable modes of transport and working to overcome these by May 2002
encouraging others	<ul style="list-style-type: none"> • beginning a promotional campaign highlighting the benefits and ease of use of alternative modes, by May 2002
deciding what you want to do and getting the time and money to do it	<ul style="list-style-type: none"> • identifying internal barriers and then budgeting and prioritising resources to work to overcome these, by June 2002
ensuring the company feels it owns the plan and sees value in it	<ul style="list-style-type: none"> • ensuring the plan becomes a key part of internal company processes, by June 2003
the tangibles - decent bicycle racks, lighting, parking spaces etc.	<ul style="list-style-type: none"> • campaign of works to support sustainable transport modes, to be completed by December 2003

actions

This section sets out what you are going to do and when:

go for easy "quick win" actions initially, to get things going	<p>1. Recognising non-physical barriers to using sustainable modes of transport and working to overcome these by May 2002</p> <ul style="list-style-type: none"> • nominate a co-ordinator for the access plan (December 2001) • provide interest-free loans for season tickets for trains and buses, and to purchase cycles (May 2002) • offer a mileage rate for cycle use (July 2002)
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- join TravelSMART (July 2001)
- as many as 10 per cent of journeys can be changed through soft measures such as promotion
2. Beginning a promotional campaign to highlighting the benefits and ease of use of alternative modes, by May 2002
- set up an internal TravelSMART working group (February 2002)
 - set aside a noticeboard to promote transport alternatives, such as bus timetables and cycling activities (January 2002)
 - participate in Ride to Work day (annually)
 - investigate and decide on whether to have an adult cycle training course on-site (May 2002)
 - hold a postcode coffee club morning to introduce potential car sharers to one another (May 2002)
- work with the company and set realistic targets for what can be achieved - especially when these are going to cost money!
3. Identifying internal barriers and then budgeting and prioritising resources to work to overcome these, by March 2002
- survey staff to discover what are the physical barriers to cycling and walking (June 2001)
 - internal TravelSMART working group to work through list of possible solutions and prioritise in consultation with Finance Department (September 2001)
 - TravelSMART working group and Finance Department to set works budget accordingly (March 2002)
 - trial offering subsidised Metcards to staff (September 2001)
 - identify at least 10 per cent of staff who might be able to work from home on a more regular basis (June 2001)
 - develop a teleworking policy covering issues such as management, health and safety (September 2001)
- initiatives need to be monitored and maintained - small measures such as these can keep a scheme going
4. ensuring the plan becomes a key part of internal company processes, by June 2003
- ensure noticeboard material is up to date (ongoing)
 - develop reporting process to staff and management (May 2002, then

ongoing)

- organise cyclist breakfasts on Ride to Work day (annually)
- organise social cycle rides (summer annually)
- provide onsite maintenance cycle service (ongoing)
- provide toolkit for cycle repairs (March 2002)
- link workplace intranet to relevant travel information sites (March 2002)

Actions on the ground are what many people measure success by: ensure they are realistic, well-designed and promoted. If nobody knows they are there, nobody will use them.

5. Campaign of works to support alternative modes, to be completed by June 2003

- prioritise 5 existing car parking spaces close to main building for carpoolers (September 2002)
- offer a guaranteed ride home to staff stranded through carpooling arrangements (July 2002, then ongoing)
- put in adequate number of cycle stands - covered, lit and close to building (December 2002)
- set aside space and put in more stands as cycling numbers grow (May 2003)
- provide drying/changing room (May 2003)
- investigate possibility of installing showers in any new building works (September 2002)
- review cycle routes leading to site and lobby council if improvements are necessary (September 2002)
- provide visitor cycle parking by main entrance (May 2002)
- investigate possibility of pool bicycle scheme (August 2002)
- offer discounted home computer buying scheme for staff working from home on a regular basis (January 2003)

Survey cover letter

The following sample letter can be adapted for your own use when sending a letter or an e-mail to staff telling them about the TravelSmart survey.

To all staff,

.....is a participant in a state government program called TravelSmart, designed to encourage more sustainable forms of transport,

As part of our participation in TravelSmart we are running staff survey to help us develop an access plan for

The access plan will consist of actions designed to give staff more choices about how to get to and from work, each day.

The survey is to be filled out for your travel on and will ask you about how you got to work on that day as well as your attitudes to different types of transport.

Completing the form will take no more than a few minute and forms should be handed back to

I would encourage everyone to complete the survey and thank you for your co-operation.

Yours sincerely,

Staff Travel Survey

1. We need to start by asking about where you live. We understand that you may feel uncomfortable about giving out this information, so we have come up with a series of options you can choose from. The more detailed information you can give the better.

home address: _____

home suburb: _____

postcode: _____

Melways reference: _____

or

nearest main road intersection:

2. How did you travel to work today? (tick one box only)

If you used more than one form of transport, show method used for longest part of journey (distance and not time).

walk

cycle

drove alone

drove with a passenger

as a passenger in car

tram

bus

staff bus

motorbike

train

worked from home

other (please specify)

3. If you drove with a passenger or came as a passenger in a car, how many other people were there in the car?

4. If you used public transport, did you walk more than 15 minutes as part of your journey? (such as getting to the station)

yes

no

5. Do you ever travel to work another way?

yes

no

6. If yes, how often? _____ times per month

7. On these other occasions, how do you travel to work? (tick all that apply)

- walk
- cycle
- drove alone
- drove with a passenger
- as a passenger in car
- tram
- bus
- staff bus
- motorbike
- train
- worked from home
- other (please specify)

8. What time do you normally arrive at work?

9. What time do you normally leave work?

10. Do any of the following influence the way you get to work? (tick all that apply)

- No (go to question 11)
- disability
- dropping off children at school
- shopping
- car must be available for use of
 others at work
- carrying materials
- other (please specify)
-

11. If you usually drive to work alone would you consider using any of the following alternatives on some days?
(tick all that apply - if you already use one of these methods of transport go to question 19)

- walk
- cycle
- drove alone
- drove with a passenger
- as a passenger in car
- tram

- bus
- staff bus
- motorbike
- train
- worked from home
- other (please specify)

12. If you selected any of these travel alternatives, what would encourage you to use these (please list any suggestions for the types of travel you selected)

- walking
- cycling
- driving alone
- driving with a passenger
- as a passenger in car
- tram
- bus
- train
- working from home
- other (please specify)

13. If you usually drive to work alone, please indicate the engine capacity of your car _____cc/litre

14. How many cylinders does it have?

15. What fuel does it use?

unleaded petrol

leaded petrol

gas

diesel

other (please specify) _____

16. How much do you pay for parking each day? \$_____

17. Is a car included as part of your salary package?

yes

no
(go to question 19)

18. If you did not receive a car as part of your salary package, would you still drive to work?

yes

no

19. What age group are you in?

0 - 19

19 - 29

29 - 39

39 - 49

49 - 59

Over 59

20. Are you

male

female

Walking

One of the healthiest and cheapest ways for staff to get to work is to use their feet.

Doctors recommend about 30 minutes of regular exercise each day. That doesn't necessarily mean running flat out on a treadmill. It can mean walking or cycling a reasonable distance- just enough to be breathing a little heavier and feeling warm.

Walking is a perfect start to the day. Staff get some exercise that they might not have time for otherwise and arrive at work alert and ready to go.

Thirty minutes of walking to and from work each day can help to:

- reduce the risk of heart attack;
- lower blood pressure and cholesterol; and
- help to control weight.

These not only have a direct personal benefit for staff members - a fitter and healthier workforce takes less time off for sick leave and enjoys higher levels of productivity.

Walking also has the lowest environmental impact of all forms of transport. It produces no pollution or greenhouse gas emissions. In addition, community safety is enhanced when more people choose to get out of their cars and into the streets.

Promoting the health benefits of walking to staff through short messages - e.g. walking briskly for half an hour per day can halve the risk of heart disease - are perhaps the most effective form of encouragement.

As an employer, you might be wondering what you can do to encourage staff to walk more. Here's a

checklist of ideas you can try and include in an access plan.

Identify employees living near work that may be interested in walking to work

- Produce a map showing safe walking routes to and from your site with times, not distances, to local facilities, such as shops and bus stops (people often have an unrealistic idea of how long it takes to walk)
- Remind staff that they don't always need to walk in the shoes they wear for work - these can be left at work and staff can come in trainers
- Provide lockers for keeping a change of clothes
- Provide showers and changing rooms
- Provide drying room/facilities
- Open-up short cuts for pedestrian access across the work site
- Encourage walking meetings to get the brain going, for those times you don't need to take notes
- Have a few umbrellas handy at reception for rainy days - perhaps bearing the company logo
- Review condition of existing footpaths onsite

- Provide additional or upgraded footpaths to meet staff needs
- Negotiate with your local council for improvements to footpaths used by staff
- Take part in 'National Walk to Work Day'
- Have some TravelSMART Get to Work days encouraging staff to come by alternative means

Cycling

What's so good about cycling?

It's good for the health of your staff, which is good for you as an employer.

Cycling helps keep us fit and reduces both stress, and the chance of heart disease. People who ride to work arrive invigorated and can work off the day's stress on the way home.

Cycling to, from and for work also reduces local road congestion as well as air and noise pollution and helps Australia reduce its greenhouse gas emissions.

Healthy employees are more efficient, more productive and take less time off work. Employers can improve access to their site and have a greener image.

In many countries, cycling is an accepted way of getting around in everyday life. We often think there is something culturally specific about these countries that makes people there more likely to cycle, but this isn't the case.

In countries such as the Netherlands and Denmark, they too faced increasing urban sprawl and traffic congestion, but they made different choices. In Australia, we say -the journeys we have to make are so long- but this often isn't true. People can comfortably cycle 5 kilometres and many work journeys may be just that distance.

For longer distances, staff can combine cycling with other forms of travel, such as public transport.

Listed below are some cycling ideas you can include in your access plan:

- Establish an internal Bicycle Users Group (BUG). BUGs are formed by people who want to work together to improve facilities for cyclists and encourage cycling. Forming a BUG can help staff decide what they want at your place of work and plan how to get it
- Develop a 'bike buddy' scheme for inexperienced cyclists
- Organise a cyclists' breakfast
- Organise an after-work cycle ride. It doesn't have to be long or strenuous, and could end somewhere for drinks or dinner. The idea is not to prove how fit you all are, but to encourage people who might be reluctant to cycle, to give it a go!
- Provide sufficient cycle parking to meet peak needs
- Have good, secure cycle parking in an easily accessible location
- Provide cycle parking for visitors
- Ensure cycle parking is clearly visible or provide signage to direct people to cycle bays
- Provide or rent high-security cycle lockers
- Provide showers and changing rooms
- If you don't have showers, negotiate with a local gym or sports centre for staff to use theirs
- Provide lockers for a change of clothes
- Provide drying room/facilities

- Review condition of existing onsite cycle routes
- Upgrade or provide new onsite cycle routes
- Supply a workplace toolkit-this can consist of puncture repair equipment, a bike pump, a spare lock and lights
- Provide a pool bike-for many short work trips during the day, cycling can be quicker for getting around when you consider time taken to find a parking spot. If staff don't have their own bicycle, a work pool bike can be useful
- Come to an arrangement with a local cycle retailer for cheap servicing of staff bikes. If staff buy enough bikes from the retailer, they may agree to service them for free
- Provide interest-free loans for staff to buy a bicycle and accessories, which they then pay back from their wages
- Provide cycle mileage allowance
- Provide an onsite cycle maintenance service (either as a special one-day event or on a regular basis)
- Provide insurance cover for those cycling on work business
- Produce a map showing quiet cycle routes to the workplace. It's also a good idea to note which routes are on-road or off-road

as this can make a difference to a potential cyclist

- Negotiate with your council for improvements to cycle routes used by staff
- Use cycle couriers for local deliveries
- Participate in annual events such as 'Ride to Work Day'

Cycling and walking benefits

As an employer, you may be wondering what you get out of promoting cycling and walking to your staff.

Consider the following points, which show that active forms of commuting are not only good for your staff, they can also be good for the bottom line.

Businesses that encourage staff to cycle to work benefit from increased productivity as a result of improved fitness and mental health. Staff who cycle are more punctual and take less sick days due to improved health.

Queensland Transport and Main Roads (1999). Cycle South East. Integrated Cycle Strategy for South East Queensland. Brisbane: Queensland Government.

Absenteeism can be reduced by up to 80% by encouraging cycling to work.

Shayler, M. et.al (1993) Bikes Not Fumes: The emission and health benefits of a modal shift from motor vehicles to cycling. Cyclist's Touring Club, Surrey.

The UK Traffic Advisory Unit found that organisations that implemented cycling strategies received a return of between \$1.33 and \$6.50 for each \$1 spent in cycle promotion, due to increased productivity.

Shayler, M. et.al (1993) Bikes Not Fumes: The emission and health benefits of a modal shift from motor vehicles to cycling. Cyclist's Touring Club, Surrey.

Absenteeism has been shown to be reduced by having healthier employees. For example, a two year study by the DuPont Corporation of the effect of its comprehensive health promotion program on absences among workers found that employees involved in the programs had a 14% decline in the number of days off. Overall, the company saved more than 11 000 days that would normally be lost to absenteeism.

Bertera, R. "The Effects of Workplace Health Promotion on Absenteeism and Employee Costs in a Large Industrial Population". American Journal of Public Health, September 1990: 1101-1105.

In a Canadian government study, the Canada Life Assurance Company saw a 4% increase in productivity amongst staff participating in an employee fitness program. Furthermore, 47% of program participants reported that they felt more alert, had better rapport with their co-workers, and generally enjoyed their work more.

Shephard, Roy. "Employee Health and Fitness: The State of the Art (The Canadian Employee Fitness and Lifestyle Project)". Preventive Medicine, 1983:12 644-653.

Swedish investigators found that mental performance was significantly better in physically fit workers than in non-fit workers. Fit workers committed 27% fewer errors on tasks involving concentration and short-term memory, as compared with the performance of non-fit workers.

Sjoberg, Hans. "Physical Fitness and Mental Performance During and After Work." Ergonomics, 1983:23 977-987.

Cycle Parking

Where to put the bicycle stands? How many do we need? And just what is a Flat Top, anyway?

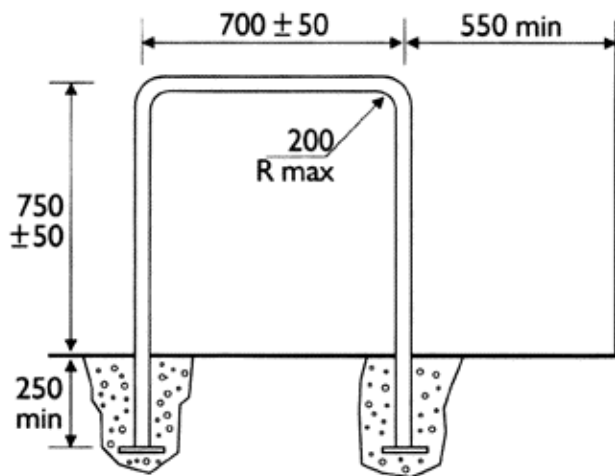
While there are a few factors to be considered when installing cycle parking, it's often a lot simpler than employers may fear. However, it's important to get it right because inadequate and unsafe cycle parking stands will deter potential cyclists.

There are some good points to keep in mind when thinking about types and location of cycle parking facilities.

Can they be easily seen by staff during the working day? The major crime in Cambridge, England is cycle theft but one area which suffers little theft is the University of Cambridge's Physics laboratories, although it uses the same style of cycle parking as other employers in the city. The reason? The stands are located outside large windows where staff are moving about—nothing deters a thief more than being easily spotted.

Make sure they are well lit and, if possible, covered from the element—but not too covered. While the Physics laboratories in Cambridge enjoyed little cycle crime, nearby Addenbrooke's Hospital suffered a spate of theft from its new cycle shelter. The problem was that the bicycles in the shelter couldn't be seen by staff or passers-by.

Most cyclists will be happy with something simple and solid that they can stand their bike against and lock it to. One of the best forms is the Flat Top (as shown overleaf).



Have you provided cycle parking for visitors? It's a good statement of your commitment to visitors to have some parking near the front door for those who might turn up by bicycle.



Public Transport

For many work journeys, the public transport network represents a real alternative to the car.

Using public transport not only saves staff money when compared to the total costs of running a car to get to work, but also allows them to avoid stress from driving in peak-hour traffic.

One of the biggest obstacles to staff using public transport is a lack of information. They want to know which ticket to buy, where to buy tickets and where and when the tram, bus or train goes.

This can be a simple matter of contacting your local public transport information centre for some timetables you can post in the staffroom. Alternatively, you can link to the timetables from your intranet.

Another incentive to encourage staff to try public transport is to offer interest-free loans for public transport use. This helps overcome staff objections to paying out what seems to be a large amount of money at once. Payment can be deducted in installments from staff pay packets.

You can also purchase a bulk number of tickets for use by staff during the day when they are travelling on behalf of work. This is cheaper than cab vouchers and especially good for short trips around the CBD.

Listed below are some public transport ideas you can include in your access plan.

- Provide leaflets or timetables with payslips
 - Provide a company bus that links with existing public transport services e.g. a shuttle bus between work and the train station
 - Provide an interest-free loan to buy an annual ticket
 - Encourage public transport use for business travel
 - Ensure tickets are available at the workplace for work travel during the day
 - Negotiate with public transport providers to provide better services to the work site
-
- Develop a map showing public transport routes to your worksite
 - Put up a noticeboard with leaflets and maps showing the main public transport routes to and from your work site
 - Place information on the work intranet with links to appropriate external websites

Car Pooling

Car pooling is often regarded by staff who regularly drive to work alone as the easiest and most convenient way for them to shift to a more sustainable form of transport.

People may be reluctant to give up the flexibility afforded by driving and so are more willing to either drive others or travel as a passenger occasionally, rather than make a leap to a completely different transport mode.

For an employer, this can have an immediate impact upon demand for parking spaces and can be linked to real incentives. However, for it to function successfully at your workplace, it does need some support.

The following ideas have all proven to be important in supporting car pooling.

Guaranteeing a ride home

Staff who might consider car pooling, often fear that they may be stranded if their driver becomes unexpectedly unavailable. For example, a driver may have to stay late for an unplanned meeting or leave early to take care of a sick child.

In these instances, employers should be prepared to back their staff by providing a free guaranteed ride home. This doesn't cost as much as you might think.

For example, Boots, a major chemist in the UK, offered a guaranteed ride home to induce staff at its headquarters in Nottingham to car pool. From a staff of 7500 people, the backup of a guaranteed ride home was only used six times a year.

Preferential car parking spaces

This can be a strong inducement if there is daily competition for car parking spaces. The spaces can be clearly marked and if they are located close to

the main entrance, the spaces will be an extra reward for those willing to car pool.

Car pooling database

A lot of car pooling is organised on an informal basis between staff members or neighbours who already know each other. However, a car pooling database can help potential car poolers from different buildings or departments to get in touch with one another.

If you have a work intranet, you can easily set up a forum where car poolers can keep in touch with each other. The forum will also provide an opportunity for you to promote and reinforce the benefits of car pooling.

Postcode lunches

Think of inventive ways to get people together, for example, have a meeting or a lunch where people come together and can find out who lives nearby. Think about ways you might want to advertise car pooling to your staff.

Inventive ways to promote the activity can include putting leaflets under the windscreen wipers of cars in the carpark.

Security can be a key concern for staff thinking about car pooling and an event is a good way for them to meet other potential car poolers face-to-face and find out whether they'd like to share the commute.

Provide free car-tuning for car pooling drivers

This is the kind of practical benefit which offers an immediate inducement for potential drivers in a car pool.

Here's a checklist of car pooling ideas you can include in an access plan:

- Set up a car pooling database
- Organise postcode lunches
- Allocate priority parking spaces for carpoolers
- Provide a guaranteed ride home for carpoolers

Travel for Work

While most of this pack is about staff traveling to work, it's also important for employers to consider the impact of business travel undertaken throughout the day.

Often, business travel arrangements can be easier for an employer to influence.

This section examines three alternative staff travel options:

- fleet management
- car parking management (which also affects the commuting behaviour of staff)
- virtual meetings (where business travel can be replaced by other forms of communication).

Fleet Management

Over 50 per cent of new vehicles registered annually in Australia are purchased by fleets.

That means employers have a major role to play in tackling Australia's transport-related greenhouse gas emissions. The good thing is that effective management of your fleet not only results in a better environment, it can also save you money.

Research has found that successful fleet management depends on two key factors:

- an annual review process aimed at reducing fleet size and maximising vehicle use; and
- selecting the most appropriate, energy efficient vehicle for the task.

In addition to these elements, the following tools are important in supporting best practice fleet management:

- a policy on transport management, to optimise the transport requirements of an organisation;
- management support, and cost structures, associated with the operation of the fleet;
- a flexible pool of cars to maximise sharing of vehicles;
- minimal home garaging - provided only when a business case has been made; and
- driver training conducted with a focus on awareness of fuel efficiency and safety issues.

Best practice fleet management is not achieved in any one of these tools, but through a combination, to form an integrated strategy which is implemented over the short, medium and long term.

The aim of good energy efficient fleet management terms is to get more kilometres from the same amount of fuel used. Keep the following strategies in mind when developing a fleet management strategy.

CHOOSING THE RIGHT VEHICLE think function, not fashion

- Clearly identify the real task requirement and choose a vehicle to suit.
- Review your transport needs regularly.
- Survey your users on their needs.
- Ask for fuel consumption information when obtaining vehicle specifications.
- Buy the most efficient vehicle for the task.

MAINTAINING YOUR FLEET optimising performance and savings

- Regular maintenance is the key to keeping your vehicles fuel efficient and clean running.
- Make sure drivers know their maintenance responsibilities.
- Better car maintenance can translate directly into savings at the pump - a reduction of up to 20% in fuel usage can be achieved.
- Service and check vehicles regularly.

MONITORING YOUR FLEET: looking for savings opportunities

- Monitor fuel consumption. It's an easy first step.
- Also as part of your vehicle monitoring, record: oil and water make up; tyre wear and replacement; servicing.
- Monitoring vehicle accidents and the associated repair costs can highlight a problem area.
- If you use a fuel card, check the monthly statements for fuel consumption that falls outside the norm.

MANAGING YOUR FLEET: less means more

- Plan ahead. The single-occupant vehicle or single- purpose trip to deliver or pick up a small item is an energy intensive and expensive journey.

- Combine trips. Check the routing.
- Establish best practice monitoring processes, based on quality information supported by company policy.
- Prepare an action plan to monitor, manage and reduce your costs - and communicate it to those involved.
- Encourage good driver habits.
- Reduce your fleet vehicle numbers.

ENCOURAGING ALL DRIVERS: Setting good examples

- Provide incentives and other encouragement for staff to adopt energy-efficient travel habits and cost-effective driving.
- Educate your drivers and communicate with them regularly.
- Provide easy access to alternatives: timetables for public transport; facilities for those who cycle.
- Develop a teleworking policy for staff.

GOOD DRIVER HABITS: Old drivers can learn new habits

- Provide driver training and information - less aggressive driving can improve fuel economy by up to 30%.
- Encourage your staff to adopt good driving habits.
- Reward good driving and travel habits.

Websites for detailed strategies on fleet management:

www.greenermotoring.com.au
www.energywise.co.nz

Getting started on fleet management

As a first step, it is important to gain senior management support to review fleet management policy. Once you have this you can do an audit of your fleet to identify actions and set targets that could save the fleet around 10% of its operating costs and reduce total fuel consumption by 5%.

It is recommended that fleet audit be conducted by an independent qualified consultant.

Another way to progress is to join the **Greener Motoring** initiative, run by the Australasian Fleet Managers Association and supported by the Commonwealth government's Energy Efficiency Best Practice program.

The target for **Greener Motoring** is to reduce fuel consumption of participating fleets by up to 15 per cent by June 2003.

The benefits of the program for fleet managers and owners include significant cost savings and a reduction in the fuel usage and emissions through:

- cost savings through a series of approaches designed to reduce fuel usage;
- a structured selection of vehicles that are matched to the operational needs of the organization;
- improved driver safety; and
- public and peer recognition through a well publicized best practice recognition program.

The prime objective of this campaign is to build momentum and provide an incentive to mobilize industry leaders, improve standards of environmental performance and generate peer support.

By registering for the program, you will gain access to a comprehensive how-to guide, case studies and sample procedures that are available in the download section of the website - www.greenermotoring.com.au

Additionally, you will have access to a help desk that will assist you as you work through the guide.

Telecommuting

One of the easiest ways to reduce the effect of your commute to work is not to travel at all.

Telecommuting (or working from home) allows staff to work without being interrupted and can be good for staff who need to be at home, whether occasionally or full-time.

The benefits for an employer include:

- improving your efficiency through increased productivity;
- happier and more productive employees;
- the potential to increase the ability to attract and retain valued and experienced employees;
- savings in recruitment and training costs through reduced turnover;
- develops output oriented management skills; and
- potential savings on better use of office space.

Telecommuting isn't for everyone.

The most suitable positions are those where there is a discreet and generally self-contained piece of work. For example, these might include project work and policy analysis, research, planning and writing.

Many employers are daunted by the prospect of introducing telecommuting-don't be.

If managers are unsure about how to handle telecommuters, they and the staff may just want to trial the idea on a temporary or occasional basis. The challenge is to move from a culture of attendance to one of performance. If your staff are already assessed by the work they do rather than if

their jacket is on the back of their chair, then you're probably ready for telecommuting!

At the heart of any successful telecommuting practice is a telecommuting agreement. This sets out the responsibilities and expectations for both the staff member and the employer, and should cover issues such as division of expenses, communication methods, security and conditions of employment.

Once you've reached an agreement, you'll need to conduct an inspection of the staff member's home office to ensure it complies with Occupational Health and Safety standards. As a guideline, the home office should meet the same standards as the main office.

If you have completed a successful inspection and drawn up a telecommuting agreement, your staff member is ready to telecommute and you're ready to gain some of the benefits of a new way of working.

Selecting your telecommuters

Telecommuting or working from home is one of the most popular options cited by employees as an alternative to driving to work. However, it's not for everyone.

The manager of the telecommuter must be satisfied that the person is going to be motivated when working at a distance and will still be able to meet deadlines and performance standards.

For their part, the telecommuter must work out how they're going to stay in regular contact with the office, manage their work and not succumb to feeling isolated.

The first step is to assess whether the job can be done through telecommuting. Some considerations include:

- connectivity between the telecommuter's home and the office, so documents can be sent swiftly and securely;
- how much face-to-face contact is required with managers, colleagues or clients;
- how important it is to access equipment, materials, files etc. that are situated only at the workplace; and
- how much the job requires Internet and remote access capability.

Think about the following tasks. Do they all have to be done in an office? Or could they be done more efficiently at home?

- Strategic development and planning (thinking!)
- Preparing for meetings
- Report writing
- Research
- Data entry
- Word processing

Once you have an idea of whether the work can be done through telecommuting, you then have to assess whether the person doing the job is going to be a suitable telecommuter. Successful telecommuters tend to share some of the following characteristics:

- they tend to be independent and require minimal supervision;
- continual social interaction with others at work is less of a priority;

- they have a good track record in their job;
- they are self-motivated, well organised and disciplined in their approach to work; and
- they have a good rapport with their manager.

If this all sounds too daunting, it is important to remember that many of the characteristics for successful telecommuters are based on those people working from home most if not all of the time.

In many instances, a staff member may not know their strengths or weaknesses in regard to telecommuting until they've tried it. For this reason, it's a good approach to start by offering telecommuting on an occasional basis.

Home office inspection

As a general rule of thumb, the home office environment of a telecommuter should be as safe as that of their regular office.

Your human resources or personnel department should already have an established safety checklist that applies to the office environment. The same rules apply for the home office.

A home office inspection should cover issues such as:

- lighting;
- noise;
- indoor air quality;
- office layout;
- design of workstations;
- storage space;
- visual display units;
- copying equipment;
- electrical connections; and

- general housekeeping.

If you or your human relations section is unsure, contact the Workcover office in your state for more information.

Telecommuting agreement

A telecommuting agreement is an extension of the workplace agreement between employer and employee to cover any potential areas of conflict thrown up by a new way of working.

The agreement should seek to cover issues such as:

- performance management;
- communication with the office;
- separation of work and home time;
- expenses;
- equipment and technology; and
- security and confidentiality

The telecommuting agreement can be a stand-alone document or it may be incorporated into any enterprise agreements or workplace agreements that exist. However, you should take care to ensure it isn't in breach of any industrial awards and conditions.

Overleaf is an example of an agreement which is used by the Road Traffic Authority in New South Wales, which you can use as a basis for your own telecommuting agreement. Our thanks to the RTA for this document.

RTA TELECOMMUTING AGREEMENT

This agreement is voluntary and co-operative. The terms and conditions of employment between the RTA and the telecommuter at their usual workplace also apply, as appropriate, in principle to the telecommuter during all telecommuting occasions. The RTA is not responsible for any liability for a third party during telecommuting at the home office. The conditions of this telecommuting arrangement between the nominated staff member and the RTA are set out in the RTA Teleworking Policy in the RTA Human Resources Manual.

Name:..... Staff Number

Job Title Classification

Branch: Directorate

Usual Work Location

Name and title of applicant's unit manager

Proposed average number of days regularly telecommuted per month (.....days)

Duration of the Agreement.....months/until further notice

Location of telecommuting office

Security arrangements for Home Office (if applicable).....

.....

Provision of and responsibility for resources:

RTA

Telecommuter.....



Communication arrangements:

- e-mail
- mobile telephone
- telephone call forward service to telecommuting office
- fax
- other

Resources provided by the RTA at the home office (if applicable)

Computer systems and applications

Equipment

Furniture

Other

For compliance with OH&S policies and standards in the home office refer to completed and attached RTA OH&S Home Office Inspection Report.

Agreement:

I have read and agree to abide by the conditions set out in the RTA teleworking policy and telecommuting agreement.

..... (telecommuter's signature).....Date

..... (RTA Branch Manager's signature)Date

Forward completed Agreement to Personnel Officer

- Logged on database
- Original Agreement placed on personal file





Here's a checklist of telecommuting ideas you can include in an access plan:

- Identify staff which may be suitable for telecommuting
- List common office tasks which may be better completed at home
- Draw up a working-from-home agreement with each identified staff member
- Inspect the home office to ensure it complies with Occupational Health and Safety standards
- Provide training if necessary e.g. computer training

CASE STUDIES

There's nothing like hearing it from the horse's mouth and to prove that the concepts behind TravelSmart can apply to real situations, this pack includes some case studies from around the world of employers who've developed and implemented access plans.

The employers included cover a broad range of types of work and location, and demonstrate that real gains can be made for both the organisation and its staff.

As more case studies are developed, they will be made available on this website.

Current case studies:

- BASF
- Bellcore
- Boots
- Ford
- Educational Testing Service
- CH2M Hill
- Nestle
- Landeskrankenhaus
- Rijnstate Hospital
- Wolfords
- Waterschap Veluwe

BASF Ludwigshafen, Germany

The Situation

One of the world's biggest chemical companies, BASF has around 53 000 staff at its headquarters in Ludwigshafen, near Mannheim.

The company developed an access plan in response to increasing car traffic to its worksite and a rise in the number of car accidents on the site.

The Solution

BASF set up a working group to develop an access plan for the site which featured the following initiatives.

- Promotion of carpooling-designated carpool parking close to the factory entrances and providing convenient interchange to the company bus system
- Extensive on-site bus system-better integration with the public bus system and rail network (working hours changed to match schedules, better service frequencies, more convenient routes)
- Reduction in the number of company vehicles
- Promotion of cycling through the provision of 25 000 bicycles for the company worksite, provision of 15 000 company pool cycles and construction of 10 kilometres of onsite cycle paths

The Results

The BASF access plan has:

- seen an increase in the number of carpool vehicles carrying three people from 50 in 1989 to 1,300 by 1996, an equivalent decline of 2,600 vehicles coming onsite each day; and

- reduced the number of onsite car accidents by 44% between 1991 and 1994.

BELLCORE Piscataway, New Jersey, USA

The Situation

Bellcore is a telecommunications research and development company with over 5000 employees in a suburban location.

It has limited access to public transport so most staff drive to work alone.

The Solution

Because potential Bellcore carpoolers expressed fear of being stranded without a car in the event of unexpected overtime or emergencies, a guaranteed ride home program was established.

For those who cycle or walk to work, showers, cycle racks and lockers are provided.

Vanpooling, assistance in matching carpoolers and compressed work schedules were also offered.

The use of internal videoconferencing has also been increased to help reduce employee trips between worksites.

The Results

Bellcore's program has:

- increased carpooling from 219 to 250 employees ;
 - created 14 successful vanpools ;
 - encouraged 59 employees to regularly cycle to work ;
 - encouraged over 500 employees to telecommute regularly, plus another 515 occasionally ;
 - placed 125 workers on compressed work schedules ;
- increased productivity by up to 20%, especially amongst staff who telecommute or work compressed weeks ; and
 - reduced the annual \$2-\$3 million in lost productivity caused by employees driving between sites.

BOOTS Nottingham, UK

The Situation

Boots is one of the UK's largest chemist chains with its headquarters in Beeston on the outskirts of Nottingham.

It has some 7500 staff and developed an access plan as part of its move from an inner-city location to a business park site.

The Solution

Boots joined the Nottingham version of TravelSMART and launched its own access plan with a "travel-to-work" fair at the company headquarters. Local bus companies, cycling organisations and environmental groups were invited to set up stands and talk to staff.

Boots aims to reduce the number of cars coming to the worksite by 20% by 2005. The company's plan included the establishment of a carpooling scheme with software on the intranet. Staff signing up to the scheme were entered in a prize draw to win bicycles for their family.

The scheme was advertised through newsletters, posters and leaflets. Staff were assured of a guaranteed ride home if their car sharing arrangements fell through at short notice.

The company offered a guaranteed ride home for carpoolers who were stranded as well as priority parking spaces near the building entrance. This parking is higher priority than that given to directors and managers.

Extra purpose-built bicycle sheds have been developed where staff can park their bike safely and have a shower, get changed and use a locker.

The Results

The Boots access plan has:

- allowed an additional 1500 staff to be accommodated on the site ;
- seen more than 775 employees register for the carpooling scheme and over 100 become regular carpoolers; and
- increased cycling to the site : 4.25% of staff now cycle to work regularly.

FORD Genk, Belgium

The Situation

Ford has a car manufacturing plant with over 12 000 employees in Genk. The company wanted to reduce the environmental impact of staff car traffic and increase the use of the company bus.

It faced a localised problem, especially at shift changeover when 3000 employees arrived and departed from the site at the same time. This resulted in some accidents involving cyclists and car drivers.

The Solution

The access plan focused on improving the company bus system with more direct and faster routes, better location of bus stops and allowing employees from neighbouring companies to use Ford's company buses.

Carpooling was promoted through an active campaign run by an appointed co-ordinator. Both carpoolers and bus users were guaranteed a ride home if they had to work overtime.

To reduce the number of on-site accidents, a new subway was built outside the factory to allow cyclists to cross the road and avoid any conflict with motor vehicles.

The Results

As a result of the implementation of the access plan, the company achieved the following split of travel modes used to get to work:

- 1% rode a motorbike; and
 - 2.9% cycled.
-
- 27.8% drove alone;
 - 32.8% carpooled;
 - 24.4% used the company bus;
 - 5.7% caught public transport buses;

EDUCATIONAL TESTING SERVICE Princeton, New Jersey, USA

The Situation

The Educational Testing Service (ETS) has its headquarters in a suburban office park. The 2395 staff has little access to public transport, must travel frequently between worksites and have varying work schedules.

ETS developed its access plan after seeking feedback from employees through surveys and focus groups. Throughout the process, strong management support played a crucial role in the plan's acceptance.

The Solution

The plan developed a commuter club whose members had to catch public transport, cycle or walk to work at least 3 days a week.

In return, members received benefits such as preferential parking, a guaranteed ride home in emergencies, and access to a car for travel between sites. Staff who vanpooled or caught public transport also received financial incentives in the form of subsidies of up to \$105 a month.

In addition, ETS employees could choose to work compressed work schedules (longer hours per day, fewer days per week) or telecommute.

The company was also able to negotiate with the local public transport operator to provide a new bus line for the site.

The Results

The ETS access plan has:

- encouraged nearly 10% of workers to telecommute;
- placed over 25% of employees on compressed work schedules; and
- reduced overtime costs and improved customer service, as a result of compressed work schedules.

- increased carpooling to 9% of employees;

CH2M HILL Bellevue, Washington, USA

The Situation

CH2M Hill is an engineering firm which has recently moved into new offices in the Seattle suburb of Bellevue.

The firm has 430 employees and faced a potential problem of having too few parking spaces for the number of drivers.

The Solution

Taking advantage of the move, which automatically caused staff to re-think their journey to work, the firm offered employees \$70 per month if they walked, cycled, caught public transport or carpooled to get to work.

Those wanting to drive alone were offered free parking.

The Results

The number of staff driving to work alone dropped by 39 per cent after the move.

At the same time, the numbers of staff walking and cycling to work jumped dramatically, as shown in the table below:

	before move	after move
drive alone	89 %	54 %
carpool	9 %	12 %
public transport	1 %	17 %
walking / cycling	1 %	17 %

NESTLE Noisel, France

The Situation

Nestle is one of the world's largest food manufacturers. It developed an access plan for its 1600 employees as part of a re-location to a new site less accessible by other means.

The Solution

The access plan had a strong emphasis on carpooling and included the following actions.

- A promotional campaign
- A carpool matching service on the company's intranet
- Breakfast meetings for possible carpoolers to meet one another
- Financial incentives for carpoolers
- Designated reserved parking spaces for carpoolers
- Free annual vehicle mechanical check and special discounts for carpoolers at local garages
- Guaranteed ride home for emergencies

The Results

As a result of the implementation of the access plan, Nestle registered 550 staff for matching for the carpool program with 125 becoming regular carpoolers.

LANDESKRANKENHAUS Tulln, Austria

The Situation

The Tulln city hospital (or "krankenhaus") is based in a region with one of the lowest population densities and highest car ownership rates in Austria. The hospital takes its staff from 80 neighbouring communities in addition to the city of Tulln and operates 24 hours a day, posing a significant challenge for those seeking to increase public transport usage.

The Solution

Because of this rather difficult situation, the hospital focused on those trips where practical alternatives existed-walking and cycling for staff living nearby. The hospital also worked to reduce the use of cars for shopping trips and running errands during the day. It also tried to reduce the use of light goods vehicles for goods delivery to the hospital. One of the key features of the access plan was a voluntary approach to reducing car traffic. The plan has avoided the use of restrictive measures such as parking prohibitions and choosing, instead, to focus on positive motivation and awareness raising.

The Results

The result of the first phase promoting walking and cycling to local staff has been successful with the share of staff using non-motorised means up by 38%. At the same time the share of staff driving to work alone has dropped from 60% to 57%. The number of shopping trips during the working day by car has been reduced by 23% and the number of delivery trips by light goods vehicles to the hospital is down by 60%.

RIJNSTATE HOSPITAL Arnhem, Netherlands

The Situation

A shortage of parking spaces for the 2700 staff encouraged the hospital board to develop an access plan to promote alternatives to the private car. The plan placed particular emphasis on carpooling, cycling and public transport.

The Solution

The access plan included the following initiatives.

- Financing the purchase of bicycles for staff
- A maintenance service for bicycles
- Reduced train fares through a contract with Netherlands Railways
- Guaranteed ride to or from home for public transport users at times where public transport is not available
- Reserved parking spaces for carpoolers
- Guaranteed ride home for carpoolers in case of emergencies
- Negotiations with the Dutch Treasury to consider incentives for cycling and public transport as a part of employee salaries

The Results

As a result of the Rijnstate Hospital access plan, in the following 2 years:

- use of public transport increased by 22.5%;
- cycling was up by 1.6%;

- car pooling jumped by 3%; and
- driving to work alone dropped by 11.5%.

WOLFORDS Bregenz, Austria

The Situation

Wolfords is a textile and clothing manufacturer with 1300 employees in its Bregenz office. It developed an access plan to create a better environmental record and improve its public image.

The Solution

The access plan included the following actions.

- Locating cycle parking near the office entrances
- Integration of the company bus service with the public transport system
- Establishment of a bicycle maintenance station
- Changing facilities and showers for cyclists
- Free roadworthiness check for bicycles
- Company pool bicycles
- Cycling excursions for employees
- Providing information on cycling routes

The Results

The Wolfords access plan has:

- increased the percentage of staff cycling to work from 18% to 35% over three years;
- decreased the numbers driving to work - down from 33% to 21%.

WATERSCHAP VELUWE Appeldorn, Netherlands

The Situation

Waterschap Veluwe is a water treatment company in the eastern part of the Netherlands with around 200 employees.

The relocation to an industrial site in Appeldorn in 2000 gave the company a chance to change the travel habits of some its staff members through the development and implementation of an access plan.

The Solution

The plan concentrated on cycling, public transport and carpooling. Waterschap Veluwe gave a free bicycle to all staff living within 10 kilometres of the new office as well as an allowance to help them get home by other means on bad weather days. High quality cycle sheds, showers and change rooms were installed in the new building.

The company negotiated lower fares for employees as part of a regional transport agreement with bus operators. Staff were also able to buy annual tickets through an interest free loan and pay the money back through monthly salary deductions.

The company set up carpooling software on the intranet to help potential carpoolers find a ride and also gave an allowance to carpoolers to cover any extra costs they might incur. A guaranteed ride home in the case of emergencies was also offered.

The Results

The Waterschap Veluwe access plan has:

- resulted in about 40% of staff cycling to work;
- a 26% reduction in the number of employees driving to work alone.