

Workplace Travel Plan

University of Otago
Version 1.0



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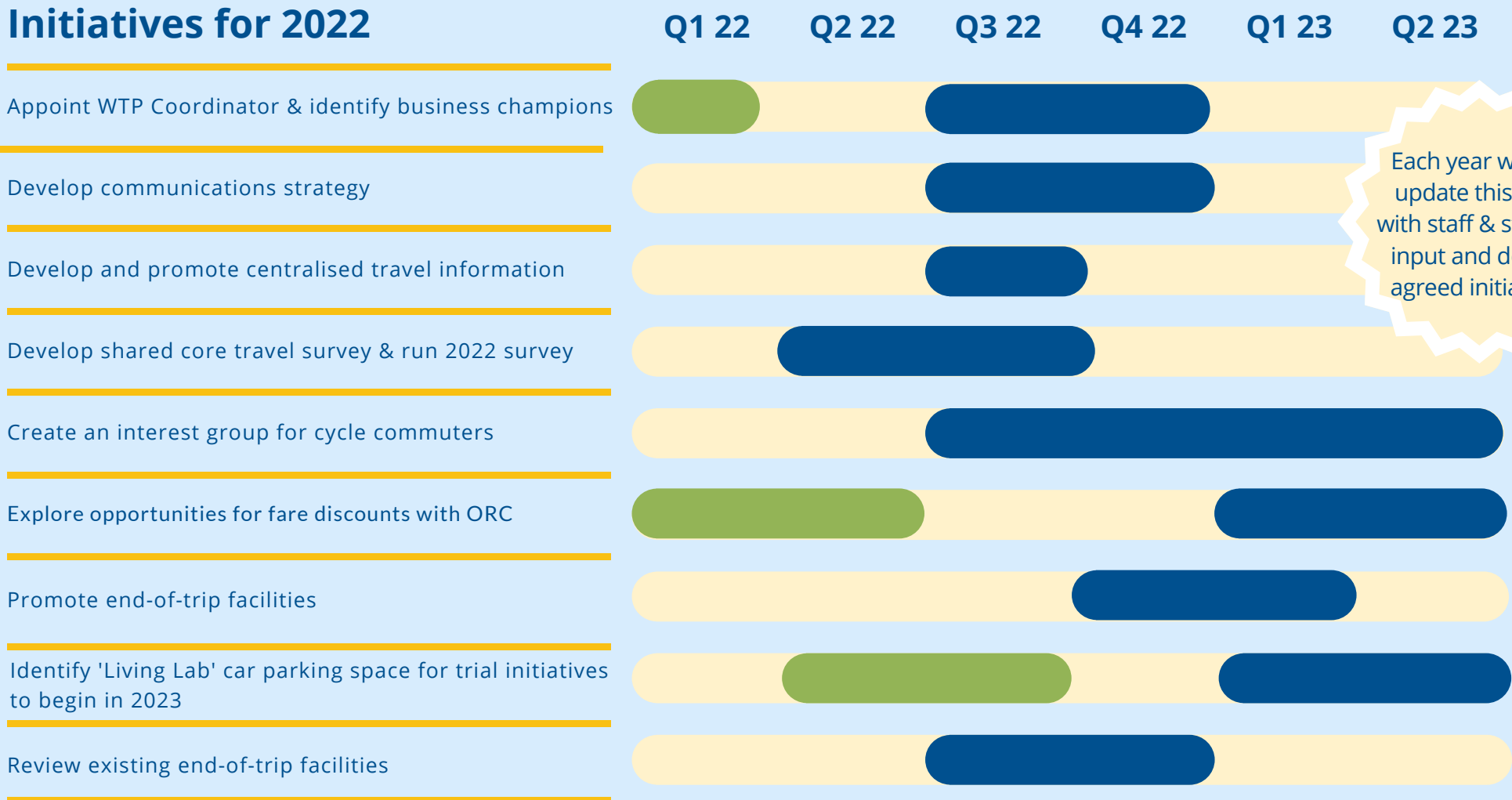


Workplace Travel Plan on a page

Vision: To be a university where sustainable travel choices are embraced by all staff and students.

Objectives	Improve accessibility to and around the campus.	Enhance and support the wellbeing of our tangata.	Enhance and support the vitality of the campus.	Minimise the environmental impacts of staff and student travel.	Ensure the equity of access and travel options.	Enhance and support the university's identity as a leader in sustainability	2022 Focus: Finalising the University's Workplace Travel Plan and begin to implement initiatives that support sustainable commuting.
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Initiatives for 2022



Each year we will update this plan with staff & student input and deliver agreed initiatives

Mauri tū mauri ora

An active soul is a
healthy soul



INTRODUCTION

What is a Workplace Travel Plan?

A Workplace Travel Plan (WTP) is a long-term management strategy for staff travel that drives behavioural change and sustainable travel patterns. They are most effectively applied when there is an impetus for change (such as Covid-19's impact on work patterns or, in a local context, the Dunedin hospital build).

WTPs begin by understanding staff travel decisions and their potential for change. This information is used to develop a plan that focuses on redistributing journeys to other modes, times, routes or removing the journey altogether.

A five-step Workplace Travel Planning process has been undertaken, based on an approach recommended by the transport consultancy Mott MacDonald. The structure of the University's WTP reflects this stepped approach.

Why does the University of Otago need a WTP?

The University of Otago's WTP is an essential part of the University's future, for a range of reasons. Workplace travel planning will support better experiences for staff and students when travelling to and from campus, enhance the look and feel of the Dunedin campus and achieve emissions reductions targets as part of the University's Net Carbon Zero 2030 goal. This work will help cement the University's position as an employer of preference and a leader in sustainability within Dunedin and the tertiary education sector.

The University must respond to contextual changes at the national and local levels. Central government work like the Emissions Reduction Plan and improvements to Dunedin's transport network by the Connecting Dunedin partnership provide an impetus for the University, as a major Dunedin employer, to further support its staff to travel sustainably.

The University is part of a wider group within central Dunedin undertaking workplace travel planning, which currently includes the Southern District Health Board and the Dunedin City Council. This means that our current focus is on staff travel at the Dunedin campus. However, wherever possible and certainly into the future, we anticipate WTP initiatives can and will be extended to our other campuses, as well as to the student population.

The importance of keeping people engaged

Keeping people engaged sits at the heart of developing and implementing a successful WTP.

Long-term travel behaviour change occurs when people select changes to suit their lifestyles; it requires more than just the presentation of information. This requires engaging people throughout the entire WTP process – its development, implementation, monitoring and later iterations.

Whilst staff and students may not agree on everything in the WTP, people are more accepting of something when they are proactively informed and kept engaged throughout the process, rather than if they only find out about it at the end.

A communications strategy that supports the WTP's initiatives will be based on WTP best practices, which are:

- "Carrots before sticks"
- Continuous engagement with employees
- Champions who support all initiatives
- Initiatives are based on data and best practice
- Support employees who are changing their behaviour

How can staff and students engage with the University's WTP?

We want to see staff and students get involved in the workplace travel planning process, as this is how we will achieve our objectives. There are lots of different ways to be involved, some of which are:

- Provide feedback on particular initiatives (or the WTP)
- Get involved with implementing certain initiatives
- Acting as a champion for sustainable travel within your area of influence at the University
- Integrating WTP initiatives within an existing sustainability programme, like Green Your Scene, or
- Simply trying a new, sustainable mode of travel, perhaps with a colleague or friend to make it more enjoyable.

Workplace travel planning is being led by the Sustainability Office. Two easy ways to get in touch with us are:

- Email the University's Workplace Travel Plan Coordinator at netcarbonzero@otago.ac.nz
- Visit us in person at 109 St David St.

STEP 1: AGREE WHAT WE WANT TO ACHIEVE

The WTP must have a vision that sets the direction we want to head in, and objectives that are quantifiable and measurable over time. This allows us to assess whether the implemented initiatives support progress towards this vision.

The University undertook a visioning workshop in 2020 to formulate the vision and objectives.

The chosen indicators aim to measure both the impact of individual initiatives and overall progress towards the WTP's objectives. The table below outlines each indicator and identifies which indicators apply to each objective. These are detailed further in section 5.3.

Vision	To be a university where sustainable travel choices are embraced by all staff and students.					
Objectives	Improve accessibility to and around the campus.	Enhance and support the wellbeing of our tangata.	Enhance and support the vitality of the campus.	Minimise the environmental impacts of staff and student travel.	Ensure the equity of access and travel options.	Enhance and support the university's identity as a leader in sustainability
Indicators						
Mode share	✓		✓	✓	✓	✓
Initiatives implemented	✓	✓	✓	✓	✓	✓
Staff attitudes about sustainable modes	✓	✓	✓	✓	✓	✓
Emissions of greenhouse gases & pollutants		✓		✓		✓
Staff enabled to work flexibly		✓		✓	✓	✓

STEP 2: BUILD A PICTURE OF THE SITUATION

Building an understanding of current staff travel behaviour is important to identify opportunities for change. It consists of three main parts: a travel survey, a site audit and a policy audit.

2.1 Travel Survey Outcomes

Why do we undertake a travel survey?

A travel survey is one of the key tools to help build an understanding of travel behaviour. Travel surveys capture how people are travelling, enabling changes to be tracked over time. They can also demonstrate the efficacy of the WTP or specific initiatives, allowing the WTP to be updated as needed.

2019 Travel Survey findings

In November 2019, the University undertook a staff travel survey. A total of 954 staff completed the survey; a response rate of 25% based on total EFTS.

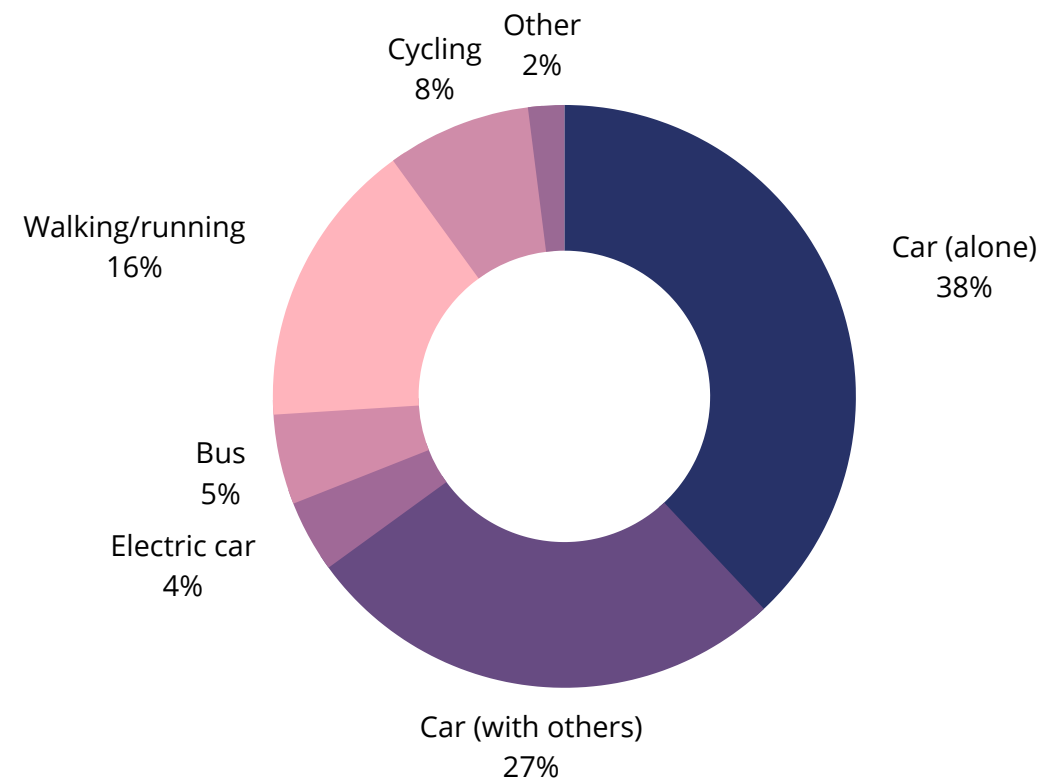
The key findings were:

- 38% travelled to work by non-electric car alone
- 69% travelled to work by car in some form
- 24% walked, ran or cycled
- 5% took the bus

The following factors would encourage people to travel by:

- Bus: free fares and more frequent services
- Bike: more cycle paths and secure, covered parking
- Carpooling: a carpool match-up programme and priority parking
- Walking: better end-of-trip facilities like lockers, drying rooms, showers and changing facilities

Mode share for University staff in 2019



Changes to the 2021 Travel Survey

Another travel survey was run in April 2021 that provided information about how both staff and students travel across all of the University's New Zealand campuses. While the surveys are not directly comparable because the 2021 survey was updated to reflect best-practice travel survey design, conclusions can still be drawn about changes in staff travel. 42% of staff responded, with 1,472 Dunedin-based staff responding. 1,578 students responded, which was an 11% response rate from the student population. This lower response rate means we need to be careful about drawing conclusions in relation to student travel.

2021 Travel Survey findings

The key findings for staff travel to work were:

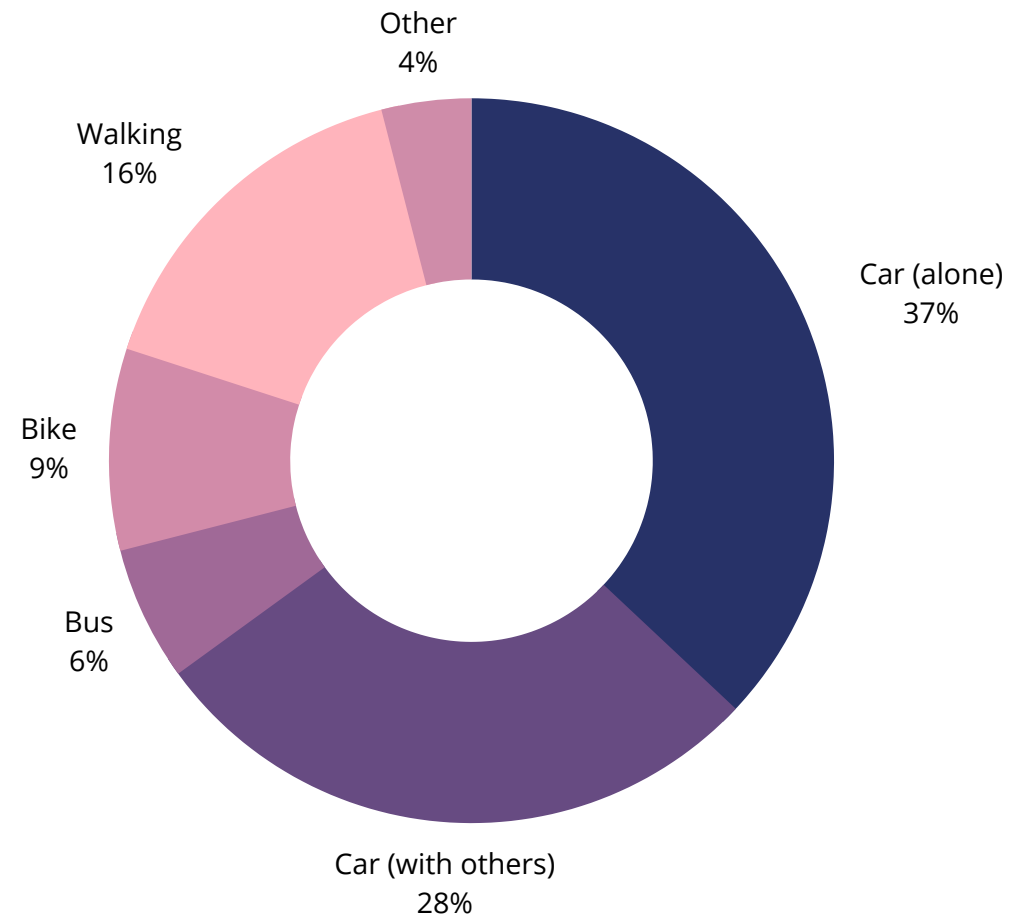
- 37% travelled by car alone
- 65% travelled by car in some form
- 25% walked or cycled
- 6% took the bus

The student population travelled to campus very differently from staff, which is unsurprising given many students live close to the Dunedin campus:

- 9% travelled by car alone
- 14% travelled by car in some form
- 70% walked
- 6% cycled
- 6% took the bus

A high proportion of the undergraduate student population lives within walking distance of the Dunedin campus. The walking figure may be underestimated because many students chose not to respond to the travel survey, possibly because they do not consider walking to campus as "travel" in the way that commuting by car, for example, is.

Mode share for University staff in 2021



2.2 Site Audit Outcomes

The location, characteristics and facilities of a work place can have a significant influence on how staff travel to and from the site, as well as while they are at work. A site audit was completed by the University which identified barriers to the use of sustainable types of travel and identified potential improvements and measures to support sustainable travel. Key findings are summarised below.

Employee working patterns:

- Approximately 3,500 employees work at the Dunedin campus. More than 18,000 students (EFTS) are enrolled, the vast majority studying in Dunedin.
- On-site hours for professional staff are predominantly 8:30am-5pm, while academic staff hours are more variable around lecture schedules.
- On-site hours for students are variable around lecture schedules.

Site access:

- The wider Tertiary Precinct is shared with Otago Polytechnic, the Centre of Innovation building and a CRI (Manaaki Whenua Landcare Research).
- The University Union provides a range of on-site facilities and services.
- Access to buildings and on-site facilities are predominantly pedestrian-only access. Whilst there is a good level of pedestrian infrastructure, there are known conflicts with vehicles and potential improvements for safe crossing points, covered walkways and wayfinding.
- Certain parts of the university connect with the cycleway network. Within certain areas of the university a “walk your wheels” policy is in place.

Parking:

- Salary-sacrifice or leased car park spaces are available. Provided on a first in, first served register, there is a 500-person wait list.
- Carpool parking spaces were trialled for a very short period, but not well used.
- 150 car parking spaces at the Forsyth Barr Stadium are available for permit holders (there are more than 400), who pay an \$50 administration fee annually. The University offers a Park and Ride shuttle service (two in the morning, one in the evening) to those who park in this carpark.
- There is considerable bike parking available, but most of it is old-fashioned racks. There is a small amount of secure bike parking but most of it requires the bikes to be stored vertically, making it unsuitable for e-bikes. The e-bike hub at the Castle lecture theatres features charging facilities.

Location Data:

- Employee and student home location data (from internal records) indicate many live close to campus, which enables active commuting.
- Approximately 75% of employees live within 5km of the Dunedin Campus, with 29% within 2km.
- Approximately 94% of students live within 5km of the Dunedin Campus, with 80% within 2km.

2.3 Policy Audit Outcomes

Current internal policies and practices (both formal and informal) shape staff travel behaviour. Key findings are summarised below.

Working arrangements

- Flexible working and working from home may be appropriate for certain roles or tasks, providing some support for flexible start/ finish times and/or working from home. This needs to be balanced with the campus experience for students and staff. Consultation was undertaken on a Working from Home policy during June 2022.
- Flexible working can be applied for through a standard process, as an informal or formal request.
- Employees are provided the tools to conduct meetings remotely, with web conferencing also available.

Employment Contracts / Salary Packaging

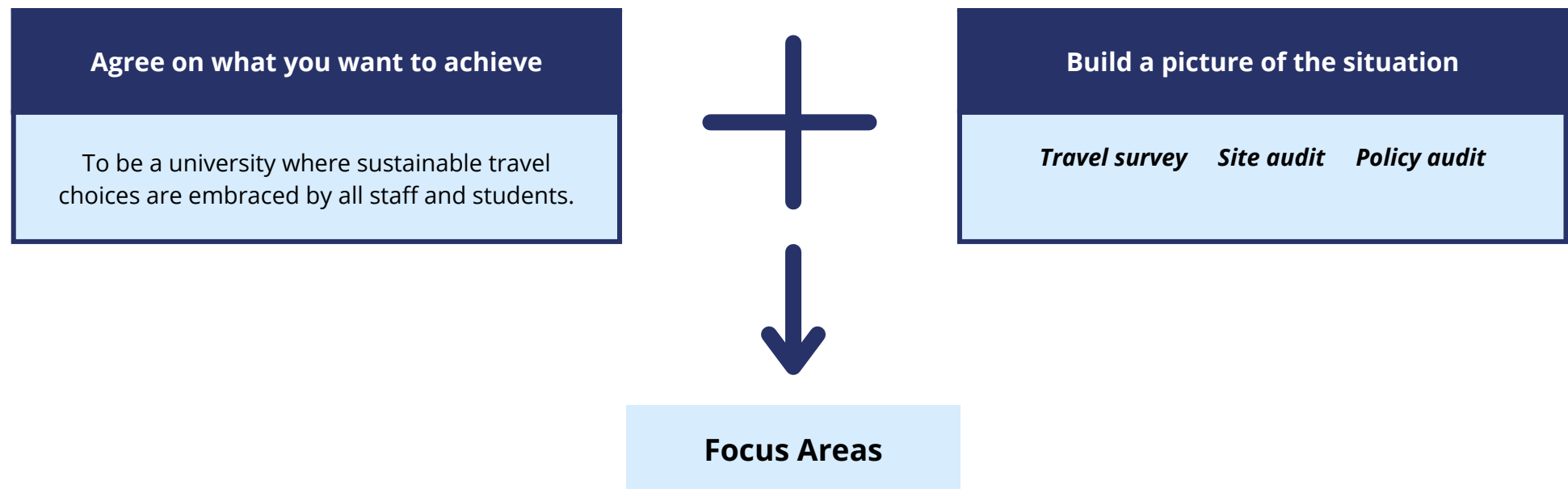
- No free car parking is offered to employees.

Travel and Transport Policies

- There is no university-wide vehicle fleet. Instead vehicles are owned by individual departments or divisions. While there are university-wide policies on fleet use, individual departments and divisions have variations in their policies. While it is possible to book vehicles from other departments, in practice this is expensive and hiring a rental car is often cheaper.
- There is no pool or fleet of bikes or e-bikes.
- There is no guaranteed ride home scheme at present.
- Campus Watch are available to walk staff to their car if they are working late.

STEP 3: AGREE ON THE OVERALL APPROACH

To determine the overall approach and focus areas for the WTP, the findings of Step 1 and 2 are brought together to identify the University's focus areas. Identifying focus areas helps to provide guidance while ensuring resources are directed towards initiatives which will help the University to achieve the vision. This avoids taking sidesteps or undertaking 'nice to have' exercises.



- **Communication and Engagement** - Keeping people engaged through centralised, coordinated communication and information.
- **Sustainable Travel** - Support employees who currently drive to use more sustainable options.
- **Policies and Leadership** - Ensuring the University's policies and decision-making unlocks mode shift.
- **Land Use and Property** - Improving end-of-trip facilities, changing space utilisation and parking management.

STEP 4: DESIGN THE PACKAGE OF INITIATIVES

4.1 Selecting initiatives

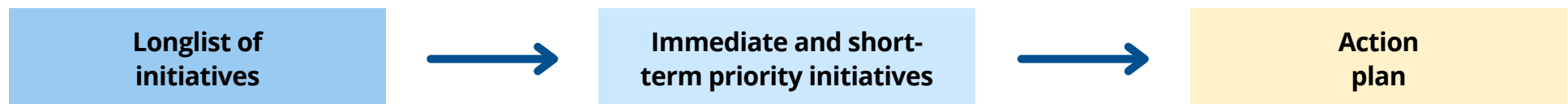
A WTP is designed to incorporate a range of initiatives that interact with and support each other. The integrated package of initiatives is greater than the sum of its individual parts. A longlist of initiatives has been developed to support the overall approach of the WTP as well as:

- Deliver outcomes (like an increased uptake of cycling) as well as outputs (like more safe and secure cycle parking);
- Provide the best value for money for the University;
- Use appropriate and available resources; and
- Ensure the initiative's impacts towards our objectives can be measured.

The full longlist of initiatives can be viewed in Appendix A. At this early stage of the WTP, we have identified a number of initiatives from the longlist for further development and implementation during 2022 and 2023. This process has taken into account the resources required and any work already in place; initiatives categorised as "ongoing" include work that is already underway or will continue into the future.

Initiatives categorised as "immediate" should be progressed during 2022, while "short-term" timeframes anticipate delivery from 2023. Initiatives categorised as "medium-term" or "long-term" will be progressed beyond 2023, with no delivery timeframe set in this version of the WTP. Initiatives with an immediate delivery timeframe are set out in the action plan in step 5.

Through the delivery of immediate and short-term priority initiatives (such as the next staff travel survey), and the WTP review process, there will be significant opportunities for staff and students to inform the future programme of work.



STEP 5: IMPLEMENT, MONITOR AND REVIEW

The action plan contains the short-list of initiatives. These initiatives are designed to interact with each other, and it is therefore crucial to consider the order and timing of implementation. It is particularly important that 'carrots' (incentives) are placed before 'sticks' (disincentives). With this in mind, timescales for implementation have been included in the Action Plan.

The action plan only includes immediate timeframe initiatives, which are expected to be underway or delivered completely during 2022. The initiatives selected for immediate implementation have been developed in more detail, including additional information on the breakdown of tasks and responsibility for completion.

Implementing the WTP will require support from teams across the University. The University shares a Workplace Travel Plan Coordinator with the Southern DHB and Dunedin City Council. Extensive support from the shared WTP Coordinator is essential to ensure the efficient and coordinated implementation of the WTP.

Ongoing initiatives will also be progressed during 2022, but their implementation is effectively business-as-usual work for the WTP Coordinator. Initiatives categorised as "ongoing" on the WTP longlist are.

Focus area	Initiative	Responsibility
Policies and Leadership	Share opportunities, actions, learnings and collaborate with employers around Dunedin.	WTP Coordinator
	Promote employee access to facilities on or near site, like gyms, reducing the need to drive off-site.	WTP Coordinator
Sustainable Travel	Promote local, national, international sustainable travel events, e.g. national ride to work day.	WTP Coordinator
Communications and Engagement	Run "Give it a go" trials/events for specific modes or initiatives implemented during the life of the plan.	WTP Coordinator

5.1 Action Plan

Focus area	Initiative	Actions	Responsibility
Policies and Leadership	Identify WTP coordinator and business champions	Contract a Workplace Travel Plan Coordinator in collaboration with the SDHB and DCC.	Net Carbon Zero Programme Manager
		Identify champions to support the implementation of the WTP.	WTP Coordinator
Communications and Engagement	Implement communications strategy	Develop and implement a communications strategy for the Workplace Travel Plan.	Communications, WTP Coordinator
	Centralised travel information	Develop and promote travel information to help employees make more informed decisions.	Communications, WTP Coordinator
	Develop shared core travel survey	Work with other Dunedin organisations to develop the shared core travel survey questions.	WTP Coordinator
		Undertake the survey during Spring 2022 and analyse the data.	
Sustainable Travel	Create an interest group for cycle commuters	Run an event(s) promoting active transport options to catalyse the formation of a cycling commuter interest group and provide ongoing support.	WTP Coordinator
	Exploring opportunities for bus fare discounts with ORC	Explore how various discounting options (fare capping, concessions, bulk purchasing, weekly or monthly passes) could work for staff and students.	Finance, WTP Coordinator
Land Use and Property	Promote end-of-trip facilities	Promote current end-of-trip facilities to new and existing employees through induction plans, centralised travel information and events.	Communications, WTP Coordinator
	Identify "Living Lab" car parking space for trial initiatives	Identify a portion of car parking space to be used as a "Living Lab" to trial initial parking-focused initiatives.	Property Services Division, Sustainability Office
	Review existing end-of-trip facilities	Undertake an analysis of the existing end-of-trip facilities to identify gaps in what is currently available.	WTP Coordinator, Campus Development

5.2 Agree targets for monitoring and review

Aspirational targets have been set to track progress towards achieving the WTP vision and objectives. These have been developed taking into account baseline data from the travel survey, policy and site audits. These targets are intended to be reported on annually and updated as required. The indicators, targets and data sources are shown below. Detailed mode share targets are set out in Appendix B.

Indicators	Target	Data Source
Mode share	Mode share of staff respondents travelling to and from work by car decreases from 65% in 2021 to 58% by 2025, in the following way: a 3% reduction by 2023, 5% by 2024 and 7% by 2025.	Annual staff travel survey
	Mode share of staff respondents travelling to and from work by walking and cycling increases from 25% in 2021 to 28% by 2025 in the following way: a 1% increase in 2023, 2024 and 2025, respectively.	
	Mode share of staff respondents travelling to and from work by public transport has increased from 6% in 2021 to 10% by 2025 in the following way: a 2% increase by 2023, and a 1% increase in 2024 and 2025, respectively.	
Initiatives implemented	Delivered all nine initiatives prioritised as "immediate" by the end of 2022; deliver six further initiatives prioritised as "short term" during 2023.	Annual tracking of WTP
Staff willingness to use sustainable modes	The proportion of respondents who indicate they enjoy how they travel to work has increased (based on 2022 travel survey data) by 5% by 2023 and 10% by 2025.	Annual staff travel survey
	The proportion of respondents who indicate they travel in the way they do as they have no other alternative, has decreased (based on 2021 data) from 9% to 5% by 2025.	
Emissions of greenhouse gases & pollutants	Greenhouse gas emissions from employee commuting have decreased by at least 15% by 2025 (based on 2020 data).	Annual staff travel survey
Staff enabled to work flexibly	This target will be established in 2023 based on a new Working from Home policy and results from the 2022 staff travel survey.	Annual staff travel survey

CONCLUSIONS AND NEXT STEPS

It is important to treat the WTP as an ongoing, live document which will be monitored over time. Engagement will be a key part of future iterations of the WTP.

Where are we currently?

The Workplace Travel Plan Coordinator role has already been established through an agreement with the Southern DHB and DCC. They have already begun work to support each organisation implement their respective WTPs.

Where are we headed?

As the initiatives in the WTP are delivered, quick wins should be achieved and through this, support for the WTP will grow. It is important to monitor and update the WTP, predominantly through annual travel surveys, regular policy and/or site audits and focus groups. This will be led by the Workplace Travel Plan Coordinator. Over time, the University will demonstrate leadership within Dunedin on how to improve sustainable travel options for staff.

During 2022, another staff travel survey will be undertaken. This, combined with other engagement, will inform any amendments to an updated WTP by July 2023.



I orea te tuatara ka puta ki waho

A problem is solved by continuing to find solutions

BIKE GRAB
FOR
SMALL KOHA



APPENDIX A: LONGLIST OF INITIATIVES

Initiatives with an immediate, short-term or ongoing timeframe have a light blue background. Initiatives without a timeframe for delivery (medium term or long term) are on a grey background.

Focus areas	Initiatives	Timeframe
Communications and engagement	Establish a communications strategy for the WTP, in alignment with “Green your scene” initiative (Branding, key messages, communication mechanisms, audience needs etc)	Immediate
	Develop centralised WTP and travel information to enable employees to make more informed decisions – to be housed on the Sustainability Web Page and/or in information packs.	Immediate
	Develop centralised WTP and travel information to enable students to make more informed decisions – to be housed on the Sustainability Web Page and/ or in information packs (adaption the employee page).	Immediate
	Develop a shared core travel survey with key businesses in Dunedin, to be tailored and run by the UoO (and each other business) annually.	Immediate
	Run “Give it a go” trials/events for specific modes or initiatives implemented during the life of the plan.	Ongoing
	Establish a communications mechanism to promote “good news” stories across the University.	Short term
	Help employees (and students) to make more informed decisions about their travel options, through targeted travel clinics. (Focused on specific initiatives, modes, or in response to specific disruptions).	Medium term

Focus areas	Initiatives	Timeframe
Communications and engagement	Inform employees (and students) about planned disruptions to the network which may impact their travel, promoting home or flexible working where needed, or linking to other travel information (Particularly in response to the Dunedin Hospital project and/ or Tertiary Precinct Projects).	Medium term
	Investigate implementing a gamification type challenge that has been successfully implemented at another Dunedin WTP organisation to encourage employees (and students) to reduce their carbon footprint, or make cost savings by traveling more actively and sustainably.	Long term
Sustainable travel	Create an interest group for cycle commuters by undertaking engagement to facilitate the formation of such a group, and provide ongoing support.	Immediate
	Investigate opportunities to arrange fare discounts for public transport services with ORC.	Immediate
	Promote local, national, international sustainable travel events, e.g. national ride to work day.	Ongoing
	Work with ORC to investigate the potential for express bus services to/from key concentrations of employees (and students).	Short term
	Work with ORC to investigate opportunities for new or improved frequency bus service for locations with concentrations of UoO employees or students, and limited current services.	Short term

Focus areas	Initiatives	Timeframe
Sustainable travel	Promote the sustainability and cost saving benefits of carpooling to encourage uptake by employees.	Short term
	Investigate implementing a carpool match up scheme that has been successfully implemented at another Dunedin WTP organisation.	Short term
	Establish a guaranteed ride home scheme for employees, supporting them to get home if an emergency has occurred preventing them from carpooling home.	Short term
	Investigate and identify any known first/ last mile connection issues to advocate for improvements to support active modes.	Short term
Land use and property	Promote the current (where appropriate) and improved end-of-trip facilities to encourage active travel.	Immediate
	Review the current end-of-trip facilities supporting active modes.	Immediate
	Identify a portion of car parking space to be used as a 'sandbox' to trial car parking- and end of trip-focused initiatives.	Immediate
	Monitor and analyse the impact of the trials of car parking- and end of trip-focused initiatives in 'sandbox' car parking space.	Short term

Focus areas	Initiatives	Timeframe
Land use and property	Implement recommendations from the 'sandbox' trial across the Dunedin campus end-of-trip neighbourhoods and integrate these within a wider improvement programme in alignment with the new End-of-Trip policy for the University.	Medium term
	Review current wayfinding for cyclists and pedestrians, within the Dunedin campus and make improvements as needed to encourage active modes, and make navigating the campus easier.	Long term
Policies and Leadership	Identify a WTP coordinator and a number of business champions to support the WTP's implementation, monitoring, update and communication (WTP coordinator to be shared across Dunedin businesses).	Immediate
	Share opportunities, actions, learnings and collaborate with businesses around Dunedin.	Ongoing
	Provide and promote employees access to essential facilities on or near site, to reduce the need to drive off-site.	Ongoing
	Develop a new End-of-Trip policy that encompasses car parking areas and facilities supporting active and public transport, and supports the University's mode shift initiatives.	Short term
	Promote the Flexible Working Policy to support more flexible start and finish times, to support employee wellbeing, sustainability and access options, where appropriate for employees.	Short term

Focus areas	Initiatives	Timeframe
Policies and Leadership	Promote the Working From Home Policy to support employee wellbeing, sustainability and access options, where appropriate for employees.	Short term
	Transition to a more sustainable pool/company vehicle fleet where possible, to encourage uptake by employees, reducing carbon emissions. Where possible introduce more pool e-bikes or e-scooters to encourage uptake by employees for shorter trips, reducing carbon emissions.	Long term
	Liaise with delivery service providers to encourage deliveries to be completed outside of peak periods and on-foot, via bike or smaller delivery vehicles where possible.	Long term

APPENDIX B: Future mode share targets

Mode	2021 survey result	2023 target	2024 target	2025 target
Private (ICE) vehicle	65%	62%	60%	58%
Public transport	6%	8%	9%	10%
Active transport (cycling and walking)	25%	26%	27%	28%

DOCUMENT CONTROL

Revision History

Date	Version	Author	Status
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Document Approval

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