



Re-orienting travel plans to increase effectiveness and levels of take up

Marcus Enoch
Loughborough University Transport Studies Group



Overview

- What is a travel plan and why study them?
- The 'traditional' travel plan model and issues that arise
- Possible areas of improvement
- A re-oriented travel plan model
- Looking to the future: challenges and opportunities



Traditional travel plans – Definition

“Travel plans are a mechanism for delivering a package of transport measures targeted at a specific site by an agent with a strong relationship with the local transport users to deliver transport and wider goals to the organisation and society as a whole.”



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- **But**, travel plans require other organisations to participate.
- And unfortunately...



Barriers to travel plans

Government	Lack of vision/leadership; no wider policy integration; tax issues; limited regulations.
Travel Plan Industry	Lack of examples; lack of evidence; lack of a travel plan industry
Organisation	Companies' self interest and internal organisational barriers;
	Non-core nature of travel plans;
	Lack of company financial resources
	Lack of staff resource (including skilled travel plan coordinators);
	Poor integration within the wider business;

9



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10



Traditional travel plans – Characteristics

1. Travel plans are a delivery mechanism for other mostly transport measures.
2. Travel plans are delivered by an 'agent' that is not part of the 'traditional' institutional structure.
3. Travel plans initiated either by the organisation or by government.
4. Travel plans deliver transport and related benefits to the community as well as direct benefits to the participating 'delivery agents'.
5. Travel plans are 'site-specific'.
6. Travel plans deliver a package of a 'wide variety' of transport instruments.



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2. WHAT is a travel plan for an organisation?
3. HOW are organisations informed about travel plans; and how are they then supported?
4. WHEN are organisations approached to take up travel plans?
5. WHO is involved in firstly informing organisations about travel plans, and secondly in encouraging and then supporting them in implementing and operating a travel plan?



Traditional versus re-oriented – Description

Traditional: Mechanism for implementing **site-specific transport planning tools** through traffic generating organisations **to solve local transport problems** whilst providing benefits to organisations.



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Re-oriented: Range of **'off the shelf'** organisational tools designed **to meet organisational goals** (e.g. cost reduction, recruitment and retention, CSR, environmental) whilst addressing local transport problems.



Traditional/re-oriented – Why engage?

Traditional: Planning permission or to meet environment/CSR inspired public policy directives (**mandatory**).

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Re-oriented: **Organisational self interest** i.e. economic benefit, to improve employee conditions, or as a result of peer pressure.



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Re-oriented: **Limited** due to tools being introduced in tandem with broader organisational changes.



Traditional/re-oriented – How supported?

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Re-oriented: Strongly focused on organisation interests – costs and benefits. Support incentive-based.



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Traditional/re-oriented – When?

Traditional: Travel plans **pushed when resources allow** or when organisations require planning permission. Little account taken of organisational context.

Re-oriented: Tools proposed when management, CSR, environmental, recruitment and retention or financial systems of **organisation under review**. Also, when external triggers applied (e.g. road works).



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Re-oriented: **Management, CSR, environment firms in partnership with transport consultants.**
Such firms have access to organisations at the crucial timing points noted above and often have pre-existing relationships.



Traditional/re-oriented – Overall performance

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Re-oriented: Expected site by site transport impacts may fall but not necessarily – **measures would be more aligned with organisational goals and integrated with organisational processes.** Network level impacts likely higher through more organisations adopting them.



Re-oriented model – Definition

“Re-oriented travel plans comprise one or more complementary measures applied within an organisation to help address its own goals whilst (indirectly) delivering transport and related benefits to the community”.



Re-oriented model – Characteristics

Travel plans - application mechanisms for organisational measures that indirectly deliver transport benefits.

Travel plan measures are applied by additional 'agent' not a part of traditional transport institutional structure.

Measures 'sold' to organisations by 'trusted' consultants, with the support of government agencies.

Deliver explicit benefits to application agents and generate transport benefits to the community too.

Measures are organisation and site appropriate.

Travel plans apply one or more complementary measures according to the needs of the organisation.



Re-oriented model – Challenges

First is scepticism over new ideas and the limited (though growing) evidence as to whether it would work in practice.

A vibrant mobility management services sector is needed, which is not yet in place beyond a few pioneers.

Third, there are concerns over engaging the next generation of travel plan champions, i.e. the management, CSR, tax, HR, environmental management consultants. '



Re-oriented model – Opportunities

1. Re-oriented travel plans would be easier, cheaper and quicker for organisations to adopt, and hence be more appealing.
2. Re-oriented travel plans are not a new concept, but rather an evolution.
3. Changes (already) happening incrementally on a scheme by scheme basis.
4. In the UK the idea chimes with Big Society. Likely that traditional travel plans will gradually morph, hopefully stimulating the mobility management services sector from the 'bottom up'



Conclusions

Paradoxically, the more effective the (re-oriented) travel plan becomes, the less visible it will be.

Such an idea – whereby the travel plan entity dies but its ideals live on in a more sustainable form – essentially forms a key component in how travel planning needs to be reoriented from the inside.

Re-orienting the design of travel plans towards user needs tallies with theories promoting technologies, policies and behaviours.