

Workin' it - making smarter travel at work smarter!

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Abstract

The South Australian Department for Transport, Energy and Infrastructure (DTEI), currently works with 12 organisations to deliver the smarter travel @ work program. Whilst this program has been successful in achieving behaviour change, as part of normal business processes a continuous improvement review was undertaken.

This review was conducted in 2010 to determine the best way forward for working with workplaces to encourage safer, greener and more active travel.

Significant research has gone into determining the most efficient and effective delivery methodology within the current resourcing limitations. An outcome of this work has been to develop a revised delivery model and engagement process to maximise travel behaviour change outcomes.

This revised process takes a customer centric approach to empower workplaces rather than creating dependence on DTEI for intense (one on one) support.

This modified approach makes it possible for the smarter travel @ work program to continue to deliver on key road safety targets, as well as broader targets aimed at environment, congestion reduction, wellbeing and physical activity.

This paper will outline the background research and the various components of the program

1 Introduction

The objective of this paper is to provide an overview of process undertaken to review the process for engaging with workplaces in travel planning and the implementation of travel behaviour change initiatives. The paper briefly outlines the strategic context to achieving safer, greener and more active travel choices within the South Australian community. It also highlights the importance of targeting workplaces themselves to encourage individual travel behaviour change. A brief synopsis of the history of the Department for Transport, Energy and Infrastructure (DTEI) role in supporting workplaces in South Australia is reported. A comprehensive outline of the process undertaken and the revised workplace delivery framework is summarised with the paper concluding with an outline for the new smarter travel @ work program methodology.

2 Strategic Context: safer, greener and more active travel

There are key transport policy drivers for governments around the world, that can be achieved through reducing the numbers of vehicle kilometres travelled (VKT) and encouraging safer, greener and more active travel. For the Department for Transport, Energy and Infrastructure (DTEI) these transport policy drivers are:

- improve road safety
- reduce transport emissions
- improve access and use of public transport

- improve health and social wellbeing
- reduce congestion (including transport system costs).

Travel behaviour change delivers across a broad range of objectives within the directions of SA Government which includes achieving specific targets within the State Strategic Plan, South Australian Road Safety Action Plan 2008 – 2010 (and current draft out for consultation), 30 year Plan for Greater Adelaide (SA Government 2010; DTEI, 2008; DPLG, 2010).

Since 1999 DTEI has been delivering, to varying degrees, in the area of travel behaviour change. These programs, often aligned with TravelSMART are not dissimilar to those offered in Western Australia, Victoria, Queensland and the Australian Capital Territory. Most other states and territory also offer similar programs.

TravelSMART SA was initially developed as the core action for the transport greenhouse action agenda. However more recently this program has evolved to use travel behaviour change tools and methodologies to encourage safer, greener and more active travel through reductions in car use. This is achieved through encouraging individuals to make more informed travel choices to substitute car trips with another option; reduce the distance travelled by car or eliminate the need for some journeys (DTEI, 2011)

The voluntary behaviour change methodologies used to implement DTEI’s travel behaviour programs is proven to achieve significant results and outcomes in the form of personal, social, economic, environmental and very importantly, road safety benefits as well as broader well-being and environmental targets (DTEI, 2007; Stopher et al, 2009).

DTEI’s travel behaviour change programs are typically offered, in a voluntary way, to targeted audiences; see Figure 1 for DTEI’s Community Programs Sections delivery settings.

Figure 1: Community Programs areas of engagement

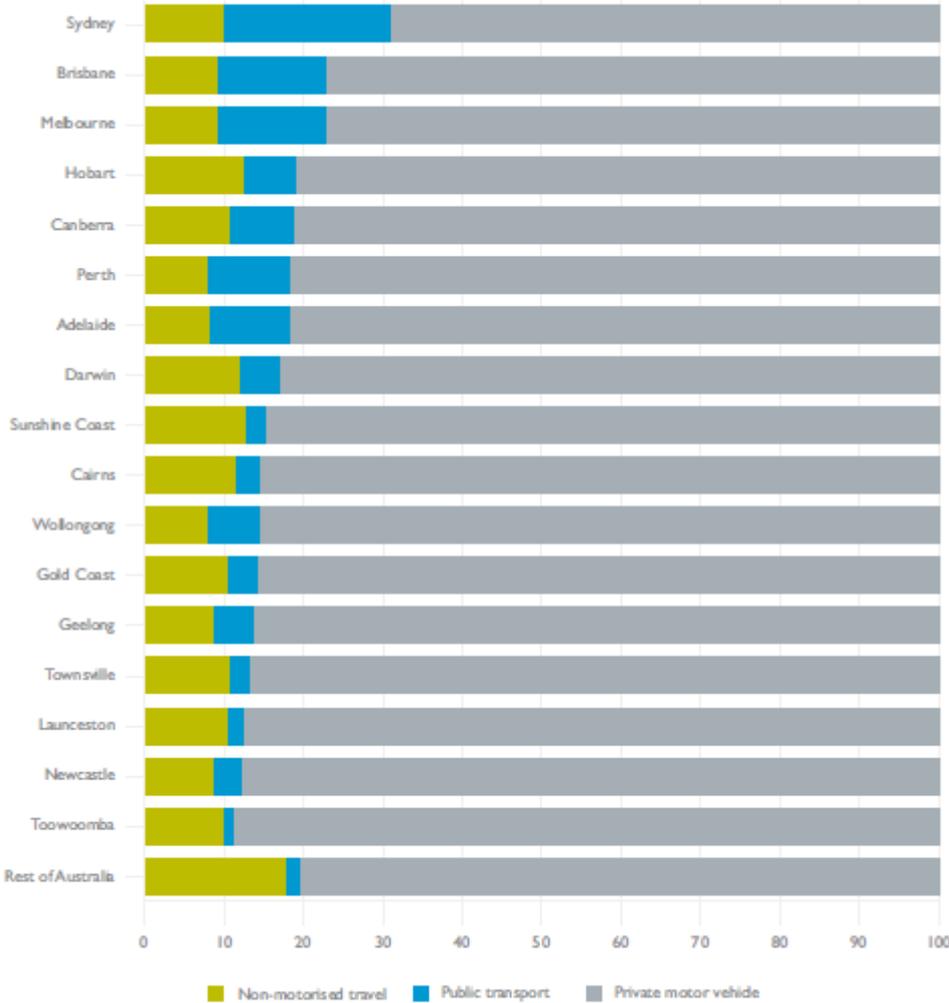


Measuring outcomes of these programs are undertaken using evaluation techniques that capture VKT, modal shift and shift in perceptions.

3 Workplace Programs

The proportion of people choosing to drive to work, in all Australian capital cities and large regional centres, considerably outweighs those commuters using public or non-motorised transport options. As seen in Figure 2, this demonstrates an enormous opportunity for government to achieve reductions in kilometres through engaging with people through their workplaces (Infrastructure Australia, 2010).

Figure 2: Modal share of travel to work in major cities – ABS 2006



Source: ABS 2006

(Source: Infrastructure Australia *State of Australian Cities*, 2010)

Issues associated with work related travel are not new with governments engaging with this major trip generator for decades (Cairns, 2002). Workplace travel behaviour change programs are one way governments around the world are using to reduce VKT (Wake, et al, 2010).

Most travel behaviour change programs aimed at workplaces focus on three key areas; work commute, travel for business and travel associated with visitors coming to the workplace. In South Australia, work has predominately focused on the business and commute travel. Broadly, workplace travel behaviour change programs, or travel demand management strategies, operate using a travel planning process.

There are a number of workplace travel behaviour change programs operating in Australia, mostly under the branding of TravelSMART. However, similar programs are well functioning in areas within New Zealand, UK, United States of America (USA) and Canada (Wake et al, 2010).

4 South Australian Workplace Program

The SA Government's commitment to reducing operational greenhouse gas emissions provided the opportunity for DTEI to work with various state government departments to achieve their transport targets associated with the Greening of Government Operations plan

(SA Government, 2004) With this in mind, initially this provided a renewed enthusiasm for implementing the TravelSMART workplace program. The TravelSMART Workplace program has a strong public sector focus and over time has worked to some degree with those 12 departments outlined in Table 1 to reduce work related (and commute) travel.

Table 1: Participating South Australian Government Departments (as named in 2010)

Government Agency	Have a Travel Plan	implementing initiatives
Department of Premier and Cabinet	no	yes
Department for Families and Communities	no	yes
Department for Education and Children's Services	yes	yes
Department of Environment and Heritage	no	no
Primary Industries and Resources SA	yes	yes
SA Health	no	yes
SA Water	yes	yes
Department of Water, Land and Biodiversity Conservation	no	yes
Department of Trade and Economic Development	no	yes
Environment Protection Agency	yes	yes
Children, Youth and Women's Health Services	no	no
Zero Waste SA	no	yes

In 2005, through the additional funding support provided by the Australian Greenhouse Office (now known as the Department of Sustainability, Environment, Water, Population and Communities), DTEI undertook a project that involved the delivery of the TravelSMART Workplaces to non-government bodies within the Adelaide Metropolitan area. This was initially undertaken in a strategic way, to focus on vibrant activity centres with a strong workplace zoning, see Table 2 for workplace details. The three areas targeted were: Marion, Salisbury (Mawson Lakes specifically) and the Adelaide Central Business District (CBD) (Matthews, 2007).

Table 2: Mode share for private workplaces (measures pre- TravelSMART engagement)

Mode share	cycling %	walking %	passenger %	public transport %	drive %	Work from home %
Bunning's Warehouse	6	10	9	8	66	0
Bridgestone TG	5	0	3	1	87	0
Technology Park	3	2	3	6	77	2
Origin Energy	4	4	8	55	25	0
Savings and Loans Credit Union	0.5	3	11	39	41	1

Since 2008, the focus for the TravelSMART Workplace Program has been to continue activities with workplaces based in the Adelaide CBD, which predominately have been state government workplaces.

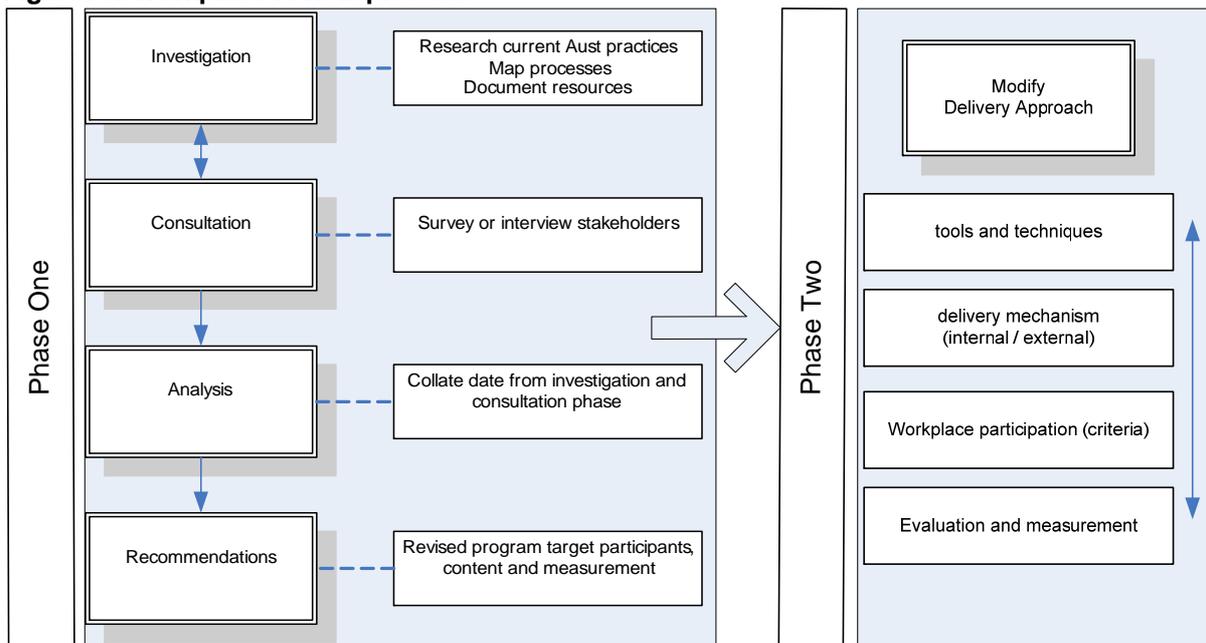
5 Becoming Smarter Travel @ Work: a process of continuous Improvement

As outlined earlier, TravelSMART Workplaces currently supports 12 workplaces to achieve travel behaviour change outcomes. Due to the limited success in workplaces having endorsed travel plans and at times stalling to implement initiatives, DTEI undertook a continuous improvement review. This review aimed to determine the most efficient and effective delivery approach to workplaces that would further increase measureable outcomes. A key characteristic of the review was to undertake an independent assessment of the effectiveness of the process in engaging with workplaces.

This review was a two staged process (see Figure 3: Workplace Review Process). The first stage, undertaken by an external contractor, reviewed comparable programs and consulted with stakeholders. The second stage, undertaken by DTEI, built on information gleaned in stage one to design a suitable and functional delivery model.

To further provide evidence of the imminent program and process changes, the program name and imagery was also revised with TravelSMART Workplace now known as Smarter Travel @ Work.

Figure: 3: Workplace review process



6 Informing Changes: outcomes of phase one

6.1 Investigation

A desktop review was conducted into workplace programs in different contexts from within and outside Australia. The review provided research into current practices, both process and outputs such as types of initiatives delivered. This review did not undertake to evaluate the effectiveness of programs in their behaviour change achievements. However, those that did not report on achievements were not reviewed.

The investigation determined the South Australian approach to be generally consistent with programs in other Australian states and the United Kingdom. It was also noted that the USA

tends to favour a less structured approach including marketing and incentive elements as well as services such as carpooling (Urban Trans, 2010).

From this research, it concludes there appears to be no evidence of a comparative study into the differing approaches in terms of their relative effectiveness, or at least not publicly reported.

It is also worth noting, there is a general lack of reported or cited within the literature, reliable evaluation mechanisms for workplace programs similar to the current South Australian approach (Sullivan, 2009). This again highlights difficulties in ensuring an effective evaluation component for Smarter Travel @ Work.

6.2 Consultation

A series of interviews were conducted with key stakeholders, including actively participating workplaces and other South Australian government agencies with similar program outcomes. The main findings are provided in Table 3: Key themes from stakeholder consultation: improvement opportunities.

Table 3: Key themes from stakeholder consultation: improvement opportunities

Improvement opportunities	Proposed solutions
Align with strategic framework of individual workplace rather than broader government targets	Client Centric approach
Increase program credibility – include private sector workplaces	Include private workplaces – particularly business leaders/influencers
Concern travel plans sometimes favour process over outcomes	Reduced focus on formal ‘travel plan’ with recommendations. Develop an effective process for recommending appropriate initiatives and actions for immediate implementation by the workplace
Difficulty of securing management commitment	Less onerous and streamlined process to be developed, including early provision of survey results so workplaces can make an informed decision to participate (or not)
Improving the effectiveness of communication between workplaces, other participants and DTEI	Host a central repository of information and tools accessible by workplaces
Too commute focussed – limited link to business objectives	improve focus on work related travel (including promoting the use of new technology such as teleworking)
No defined end point	More thought given to what happens after the completion of the development and implementation of travel plan actions
Build on existing opportunities such as office relocations and changes to public transport services	Improve awareness including highlighting opportunities to influence staff travel at these change moments

6.3 Analysis

Both the investigation and consultation components of the review suggested that there was a tendency for the program to be seen as process driven, rather than focusing on outcomes of changing people’s travel behaviour. This is evident in the stages for developing a formal travel plan. The formalised travel plan is not the primary concern of participating workplaces. In fact, the plan development and endorsement process could be counter productive if the

process (and timing) for gaining management's endorsement acted as barrier to commencing delivery of travel behaviour change activities.

One way to address this is to operate a more client centric approach, through providing the results of the baseline staff travel survey prior to final commitment from the workplace. This departure from current practice importantly provides useful and accurate data to support the decision for a workplace to commit to the program. Although potentially time consuming for DTEI project officers, it promptly provides an exit strategy for those workplaces which are not suitable or interested.

For workplaces where data highlights worksite suitability or opportunities for change, this will exponentially increase the likelihood of workplace commitment and program success.

Another example of the limitations of the program was the solitary focus on environmental outcomes in marketing the program to participating and prospective workplaces. This limitation could be prevented through expanding the scope of the programs messages to beyond carbon emissions, to include broader messages that directly related to the workplaces own corporate agenda. These include improving business efficiency, corporate social responsibilities, reducing parking pressure and individual staff health and wellbeing.

By focusing on results directly associated with the workplaces own targets this will harness the client's motivation to participate. This change in 'message' will not prevent DTEI from achieving an increase in safer, greener and more active travel. For example improved efficiencies in staff work travel can reduce business costs as well as DTEI's aim of mode shift and VKT reductions (Urban Trans, 2010).

An example of this is the work DTEI have undertaken with SA Water. SA Water employed a wellness officer to implement health and wellbeing programs, this health focus greatly increased the opportunities for cycling and walking (for transport) initiatives to be funded and delivered. This was also a finding of a Western Australian study into Green Transport Plans in Western Australia (University of Western Australia, 2007).

6.4 Recommendations

The main findings of phase one has been to remove the requirement for the workplace to develop a management endorsed travel plan incorporating state government strategic links, targets and actions for changing travel behaviour. Table 4 below identifies the aspects of the amended approach to workplaces.

Table 4: Original approach compared to amended approach

Original approach	Amended approach
Focussed on reducing greenhouse emissions	Broader focus to other SA Government strategic targets and to align with organisational driven targets – including demonstrating cost effectiveness through staff and company cost savings.
Communication only direct contact with a project officer	Combination of project officer and SharePoint site
Extensively survey Workplaces	Revised survey to ask targeted and useful results
Provision of a detailed expansive survey report	Streamlined report presented in PowerPoint

Table 4: Original approach compared to amended approach....cont..

Original approach	Amended approach
Requirement for a detailed travel plan including targets, survey results and actions and corporate information	Streamlined process with a shorter 'action plan' detailing initiatives including timeframes and resourcing
DTEI targets key employers (primarily SA Government)	Employers complete an expression of interest. Increased scope to include private sector.
Process driven	Client centric
Formal network meetings of participating workplaces	Networking through the share point site (blogs and discussion boards)
Measuring VKT and mode shift with surveys	Measuring mode shift and perceptions with surveys. Analyse survey data with business data, observational studies and specific measures of initiatives (i.e. participation).
Audit workplace's capacity to support alternatives to car use.	Target the audit at information gaps from the survey and to test perceptions.
Continuing support from DTEI for the workplace	Provide an opportunity to review the identified actions and initiatives for the workplace. Withdraw intensive support at the 2 year period.
Networking across the entire program not targeted to geographical proximity	Provision of opportunities to network with workplaces in geographic proximity if possible partnering to increase capacity. Provision of training to up skill workplaces in program delivery (such as personalised journey planning)
DTEI only program delivery resource	Work with local government to identify and engage with workplaces
Recommendations made on what initiatives will work tailored to that worksite	Link the recommendations with findings from the survey/audit and present these together in a presentation to management
No time limit on involvement and no clear requirement on workplaces to provide outcomes. Relatively intensive support available to workplaces regardless of where they sit in the program cycle.	2 year program cycle in workplaces (review actions 2 years after from initial survey and decide whether to continue or not) Provide a less intense level of support to continuing workplaces
Workplaces program operates as an entirely independent program from other SA government activities	Increased opportunities for partnership with allied outcomes from other government agencies
Small amounts of funding available for participating workplaces with an endorsed travel plan	Funding for workplaces to be part of a well established funding program with its own criteria and assessment methodology and subject to evaluation as part of this.

7 Phase Two: Developing a modified delivery approach

7.1 Workplace participation: strategic selection of workplaces

A significant change in the approach is to undertake a more strategic approach in deciding where to deliver the program. A process for determining where to focus the program in the Adelaide metropolitan area has been developed based on criteria as set out in column one of Table 5.

To shortlist workplaces (who have submitted an expression of interest) they will be ranked according to how well they meet the criteria set out in Table 5 below. This analysis is made using journey to work, congestion and road safety data.

Table 5: Selection criteria for council area and workplaces

Criteria for selection of council areas	Criteria for the workplace selection
Locations of significant congestion precincts	Have submitted an expression of interest to participate (commit to a minimum level of resourcing).
Locations of significant road safety incidents	Management support (signed off by manager)
Significant employment nodes within the local government area	Prepared to dedicate some staff time to work on the project
Significant proportions of people travel to employment within the council area or adjacent council area	Corporate objectives or policies that support safer, greener and more active travel and or staff health and wellbeing
High proportion of people within the council area who drive to work	Be a medium or large business with a high proportion of people who drive OR have high workday VKT
Transport objectives within Council strategic plans that align with the program	

7.2 Role of Local Government

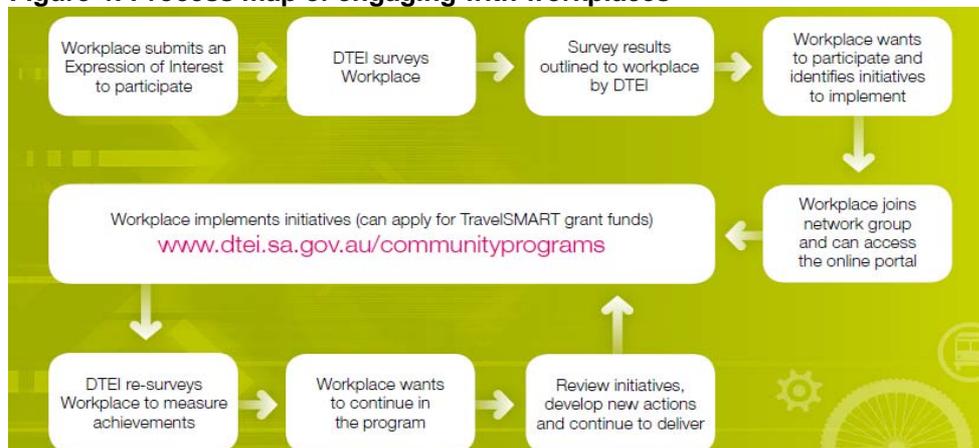
The revised engagement process now includes local government in strategic decision making which identifies appropriate workplaces to target for initial engagement as set out above. There is also an opportunity for Local Government to be directly involved in the delivery of the program in its area leading to increased efficiencies through using their local knowledge and existing relationships with workplaces in their communities. Local government assist in identifying suitable workplaces and where possible providing an entre to these sites.

As a minimum they would assist in promoting the program within their council area, provide information on their website and newsletters, through to assisting to with running networks and modelling the program by themselves participating. Councils will be given the opportunity to determine their level of involvement.

7.3 Revised workplace engagement process

The table below sets out the revised program cycle. It is envisaged the engagement will take place over a period of a maximum of two years from the confirmation of the workplace as registered to participate through to the evaluation of their activities following the second survey.

Figure 4: Process map of engaging with workplaces



7.4 Delivery mechanisms: communication, networking and training

A common thread of the stakeholder consultation was the requirement for an improved communication mechanism between DTEI and the participating workplaces. There is a need for a more flexible and responsive approach to resource and information provision to participants. This need is likely to grow with the inclusion of increased numbers of participants and a move to private sector. It was resolved to include improved communication and networking through the development of an online portal specifically for the program. These amendments are designed to be flexible enough to suit the varying structures and resources of the workplaces targeted.

The portal allows provision of program resources easily to all participating workplaces simultaneously. It ensures the resources remain current and can easily be updated. Another advantage of this approach is the ready access to web based tools such as the survey and journey planning service. This online accessibility creates a more efficient delivery of the program which allows more workplaces to participate.

It allows web links to related program tools and grant funding sources to be easily available. It encourages workplaces to be part of a virtual network, through which they can upload information to share with other workplaces. The portal has the capacity for discussion boards and feedback to program managers. Likewise collaboration is encouraged between adjacent workplaces within local government areas where this will be of mutual benefit.

Smarter travel @ work will also support networking and training in travel planning for participating workplaces including opportunities to hear and share success, partnerships and building capacity in workplaces themselves.

7.5 Tools and Techniques: survey

The program continues to use a desktop travel survey as the main method of collecting baseline and evaluation data. The accuracy required of the survey is largely dependant on both the resources available and the intended use of the results. The survey is primarily designed as a means of determining priorities for action at a worksite and for that purpose requires a lower level of accuracy than a detailed evaluation tool.

The survey has been revised and aligned with the new client centric approach, reflecting the baseline measures that support the workplace own aims. The survey has the dual aim of establishing baseline data for comparison during evaluation of the workplaces interventions and to inform recommendations on appropriate initiatives. See Table 6 for aspects of the survey which have been modified as a result of the review. It is worth noting that the survey itself is subject to continual improvement and can be modified to suit the specific conditions of individual worksites. Key questions are consistent across all surveys, however it can be expanded.

Table 6: smarter travel @ work survey amendments

Significant amendments to the DTEI smarter travel @ work survey
<ul style="list-style-type: none"> • Remove questions which do not directly contribute to the improvement of the travel planning process • Ask questions which reflect what DTEI or the workplace can directly control • Improve the accuracy of data by cross referencing results with other data sources and consider weighting the data (see next subheading on verifying survey results) • Ask questions regarding staff's own assessment of their wellbeing as it related to travel • Improve response rates to the follow up survey (focus on evaluation questions only)

7.6 Tools and Techniques: reporting and auditing

Another innovation is the move away from detailed written survey reports to presenting (PowerPoint) the key findings of the survey. This prevents the workplace being overwhelmed by statistics many of which are not directly related to their chosen outcomes. Actions are presented directly as they relate to the key survey findings.

Auditing of staff travel and facilities has been streamlined to reflect any information gaps from the survey or to test assumptions of staff/management inherent in survey responses or trends. This is a useful way of verifying assumptions made by staff in particular the provision of facilities. The veracity of the survey can be enhanced through the following:

- observational counts (car park counts & bike parking/facility occupancy counts)
- intercept surveys (short) that correlate with key survey questions (mode)
- health and wellbeing assessments (such as active travel questions in scheduled staff health checks)
- focus groups (run by the workplace and subject to their resource capacity)
- workplace provided data on productivity and absenteeism
- workplace provided fleet data on car use for work trips, bus ticket use and incident reporting
- include travel related questions within existing assessments of motivations and attitudes of the workforce – so called 'climate surveys'
- external data such as ABS census by local area

7.7 Tools and Techniques: funding initiatives

Previously participating workplaces were offered funding for initiatives identified within travel plans only if these plans had been endorsed by senior management. This made the provision of funding spasmodic and hard to anticipate and budget. The revised approach is to offer workplaces funding as part of DTEI's broader TravelSMART grants. These grants are not tied directly to the smarter travel @ work program specifically. The funding provides the structure and rigor of a successful selection process grants program to which workplaces can apply. The grants provide up to \$5,000 for any organisation within South Australia.

7.8 Evaluation and Measure: achieving outcomes

Evaluation of the success of workplace activities is an important component of the success of the program. The key measures now used by DTEI are mode shift, VKT and shift in perceptions. Workplace may also want to measure:

- participation rates in initiatives
- reduced vehicle fleet operating costs
- levels of physical activity
- staff well being

These measures are calculated primarily using the following mechanisms:

- survey (pre and post intervention)
- fleet management systems
- observational counts
- participation registers for initiatives

There have been detailed investigations into the efficacy of desktop surveys citing survey bias and lack of statistical validity (Ampt et al 2009 and Sullivan et al 2009). As discussed in the survey section a number of techniques have been implemented to improve the validity of data. In particular fleet management allows for the provision of **extremely accurate** measure

of VKT and cost savings for work trips. Likewise any observable increase in the use of active travel end of trip facilities is a useful indication of the success of a related campaign.

The survey software itself allows for a quick response time and a corresponding high level of response rate. The program averages 70% response rates and aims to increase this level to as close to a full census survey as possible. This is assisted through targeted incentives for survey participants and careful message selection.

It is important to consider the role of evaluation in the context of a travel behaviour change program of this scale. It would not be viable to expend intensive effort and resources on a robust statistically valid assessment of VKT reduction given the capacity of the program. The focus is on gathering useful data to inform decisions over what actions to recommend. The effectiveness of the actions themselves can be assessed through a variety of means and maybe self evident. There maybe a case for a program wide evaluation but in many cases reasonable assumptions can be made about what will work where the context is well established by baseline surveys and supporting information.

7.9 Participating in smarter travel @ work: when does it end

Previously workplaces were engaged for a non determined length of time, this lead to an almost indefinite program life. This has been revised with two options for workplaces after the second survey report has been presented to them (Figure 4):

- a) they decide to leave the program and continue any initiatives without the support from DTEI or the broader network
- b) they wish to continue to be involved in the network, access the portal and attend any activities organised across the program

Workplaces are resurveyed as a minimum two years after they commence the program and they reach the point of review at the two year mark. If they continue to be involved in the program DTEI will assist them to review initiatives, develop new actions and continue to deliver.

8 Conclusion

This paper has outlined the areas of development and refinement for the smarter travel @ work program methodology. It has highlighted the barriers associated with formal travel plans and the need to create a client centric approach to achieving travel behaviour change outcomes.

With this revised approach South Australia hopes to achieve the efficacy of successful outcomes for initiatives delivered by workplaces, than if the previous process remained.

9 Acknowledgements

The authors would like to acknowledge the work of Urban Trans, specifically David Meiklejohn as the consultant who undertook phase one of this review process. In addition, the hard work and determined contributions to the design, development and delivery of the smarter travel @ work program from Carrie Radzevicius and Kate Deverix, for which the production of this paper would not have been possible.

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