

Reflecting on ten years of the Optus Sustainable Transport Strategy

Kate Mackay¹, Andrew Parker², Penny Dillon³, Chrystal Taylor⁴

¹Mott MacDonald, Brisbane

²Optus, Melbourne

³Optus, Sydney

⁴Optus, Sydney

Email for correspondence: kate.mackay@mottmac.com

Abstract

This year, 2017, marks ten years of the Optus Sustainable Transport Strategy. It is an integral part of 'business as usual' operations for the campus.

Developed and implemented by Optus, the strategy was originally designed to address travel and transport issues associated with the (then) largest corporate relocation in the southern hemisphere: 6,500 people from nine sites across Sydney into Australia's biggest single tenant, self-contained new build business campus.

The simple question facing Optus in 2005 was: what needs to be done to get 6,500 people to work in a suburban business park with only 2,002 employee parking spaces?

The Sustainable Transport Strategy developed for Optus Centre Sydney in Macquarie Park is the largest and most effective workplace Travel Plan in Australia. It successfully neutralised the key risks of the relocation – the reality and perception of transport accessibility – and ensured the success of the move.

Monitoring results continue to demonstrate the effectiveness of the Transport Strategy in delivering a commute mode share more sustainable than the overall background travel to work pattern.

This paper presents an overview of the original design and development of the Optus Transport Strategy for the new build Macquarie Park campus. It comments on how the Transport Strategy has evolved and adapted since 2007 to become part of 'business as usual' operations.

It presents results from ten years of monitoring data, demonstrating how the Transport Strategy has continued to deliver a sustainable mode share for Optus Centre Sydney.

The paper concludes with a consideration of what can be learnt from a decade of the Optus Transport Strategy, what factors contributed to its success and to becoming part of day-to-day campus operations.

1. Introduction

In the mid 2000s, the decision was taken to consolidate Optus operations in Sydney into one new build, purpose built campus in Macquarie Park; covering 84,000m², designed to accommodate 6,500 employees and be operational 24/7.

It was anticipated a new rail connection (the Epping to Chatswood rail line, ECRL) would be open by the time of the relocation, and the new station at Macquarie Park would provide a step change improvement in public transport accessibility to the new site.

Based on this, the Development Approval for the campus was designed to encourage travel by sustainable modes of transport. It included a requirement to meet mode share targets and stipulated a Travel Plan be developed to assist in meeting these targets.

As planning for the relocation commenced, it was understood the ECRL opening would be delayed until nearly 2 years after the relocation had concluded. It became clear that transport and travel issues posed a serious and very real threat to the success of the relocation.

Analysis undertaken by Optus in 2005 indicated an infrastructure gap and a perceptual problem existed. It was recognised the viability of the campus hinged on filling the transport infrastructure 'gap' (in other words, ensuring employees could, literally, get to work) as well as reassuring employees that their journey to work would not necessarily be as difficult or as different as they assumed.

The Optus Sustainable Transport Strategy (OSTS), effectively a workplace Travel Plan, was developed in-house by Optus to support the relocation. The success of the move has been attributed in considerable part to the effectiveness of the transport strategy. Ten years on, and the OSTs has evolved and adapted and now forms an integral part of 'business as usual' operations for Optus Centre Sydney, Macquarie Park.

Travel Plans are recognised as long-term management strategies for delivering sustainable travel patterns (UK, Department for Transport). While Travel Plans are now reasonably common in Australia and New Zealand there are few which have been effectively sustained for over a decade. There are fewer still which have continuous monitoring data for ten years of operation.

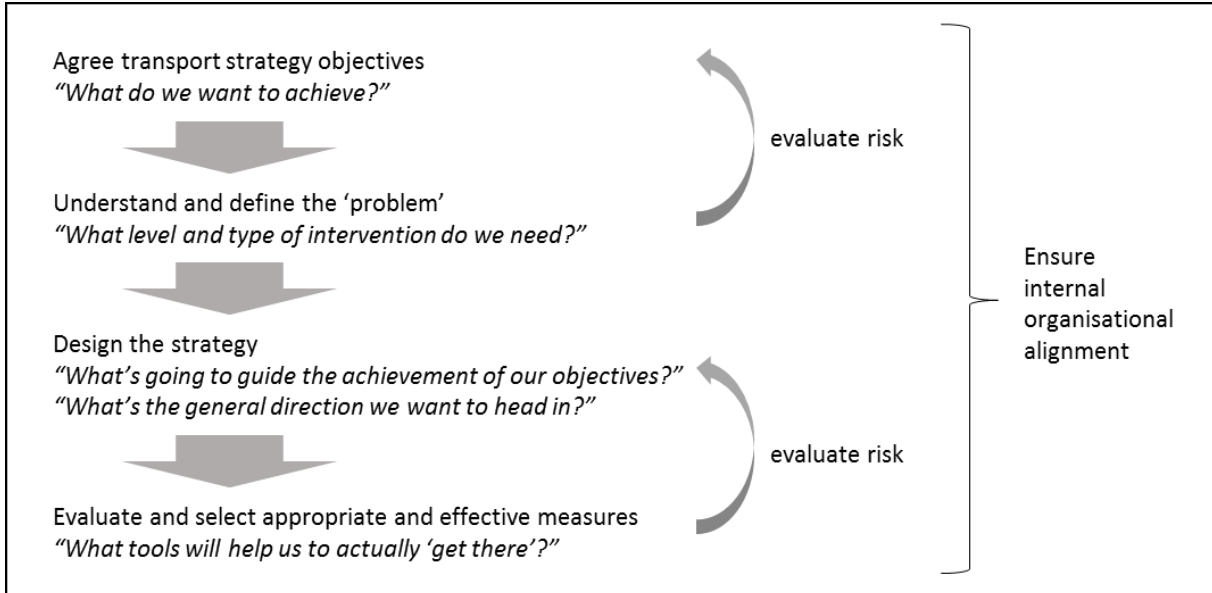
The aim of this paper is to outline the design and evolution of the OSTs, to highlight some potential reasons for its success and longevity, and to reflect on broader considerations for developing and sustaining a Travel Plan.

This paper begins with an outline of the design of the strategy. This is followed by a high-level description of the anatomy of the OSTs. Section 4 considers how key elements of the OSTs have transitioned to 'business as usual'. Section 5 presents headline monitoring data. It concludes with a summary of the potential reasons for the success of the strategy, in terms of delivering sustainable travel patterns and becoming part of 'business as usual' for Optus.

2. Design process

Optus followed an accepted transport planning process in designing the transport strategy – shown in the Figure 1 below. This was undertaken in 2005 and early 2006.

Figure 1: Development of the Optus Sustainable Transport Strategy



2.1. Internal resourcing and support

The OSTS strategy was designed and led by an experienced Transport Planner embedded within the relocation team, supported as the move approached by a Transport Coordinator. External consultants were brought in when necessary to provide specific engineering design assistance.

2.2. The very first step

This was talking to people and establishing a factual baseline. Listening to everyone's concerns and issues: in the lift, down the corridors, town hall meetings and online feedback. Taking on board the good, the bad, and often the very ugly comments.

People voiced concerns about their new travel to work: concerns that it would take longer, that they weren't sure of the routes, that it might cost more, that the walk to the station would be too long in their work shoes, and what would they do if it rained...

This was supplemented by more structured qualitative engagement in focus groups, and quantitative data collection in travel surveys.

2.3. Agreeing the goals and objectives

The relocation to Macquarie Park was branded as 'Better Together'. The goal of the transport strategy was articulated as to '*relocate to Macquarie Park with minimal disruption to the efficient operation of the company and staff travel*'. The specific Transport Strategy objectives are shown in Table 2.

Table 1: Transport strategy objectives

Objective	Detail
Security	To ensure staff (and visitors) have safe and secure access to the new site.
Accessibility	To ensure staff (and visitors) have good access to the new site via the transport networks. To provide good accessibility within and immediately around the new site.
Environmental	To reduce the environmental impact from transport within and around the new site.
Efficiency	To achieve the most economically efficient allocation of resources. To minimise congestion on and around the new site.
Equity	To ensure that all staff are treated fairly in terms of allocation of transport options.

2.4. Defining the problem

Analysis of data from an employee travel survey undertaken in 2005 provided the first indication of the scale of transport challenge. (response rate 47%). A further travel survey was carried out in 2007 (response rate over 60%). A site audit, supplemented by two pedestrian audits provided a perspective on the issues facing people accessing the site on foot or bicycle.

2.4.1. Opportunities

Most Optus employees targeted for the relocation were, at the time, based in highly accessible urban, city centre office locations. The 2005 employee travel survey showed 69% of employees commuted to work by non-car modes. By comparison, the background mode share indicated 87% of people working in Macquarie Park commuted to work by car¹. Optus employees existing travel patterns represented a clear opportunity; they needed to be sustained with the relocation.

Figure 2: Optus journey to work mode share pre-move compared to Macquarie Park mode share at the time of relocation (JTW 2006)



The other important ‘opportunity’ was Optus’ vision for the Macquarie Park campus – as a leader in sustainability and environmental conservation.

¹ Census Journey to Work, Macquarie Park, 2006, vehicle driver plus car passenger

2.4.2. Constraints

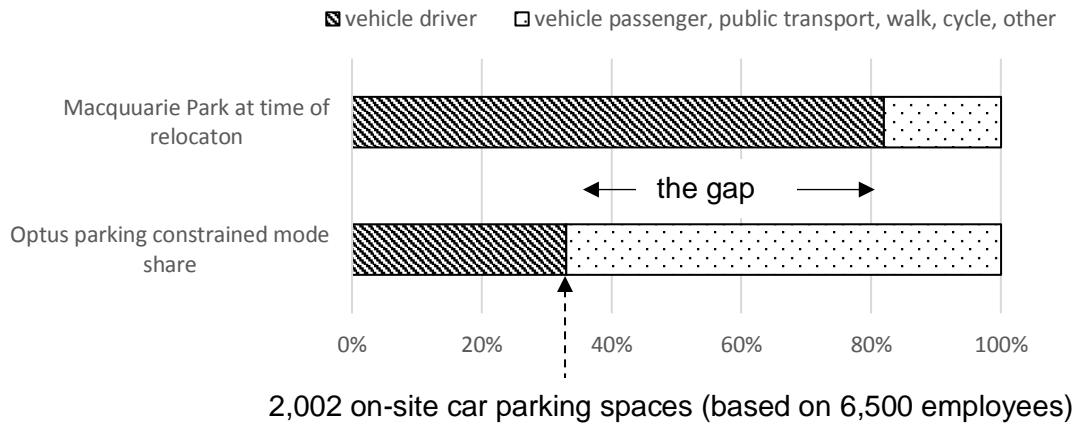
The new campus had an allowance of 2,002 on-site car parking spaces for employees with an additional 98 for visitors. At the time of the relocation, existing on-street parking options were reasonably restrictive and sustainable transport access was provided by a limited number of public bus services.

Workshops with employees in late 2005 showed a significant degree of concern about travel to the new campus and about the lack of options for the commute, as well as broader concerns about the inaccessibility of the new location: “Do they have the flying doctors out there?”; “Why are we moving to woop woop?” were some of the comments received.

In the absence of any interventions, it was reasonable to assume Optus employees would adopt the same travel patterns as those of people currently working in Macquarie Park. However, the restricted number of parking spaces meant the majority would not be able to park at work; how these people would respond to the move was of considerable concern.

Analysis suggested an infrastructure gap existed which would need to be filled if the site was to be viable. It also confirmed that many employee concerns were well founded.

Figure 3: The infrastructure gap



Note: Macquarie Park mode share: 2006 Census JTW, vehicle driver

2.4.3. Challenge

Development Approval (DA) transport mode share targets for the new site provided the challenge. It was recognised that they were highly aspirational. Optus’ in house transport planning expertise facilitated a realistic appraisal of the transport situation and ability to meet the targets. In this way, the targets became a guide to the strategy – a challenge to aspire to - rather than a constraint under which the site operated.

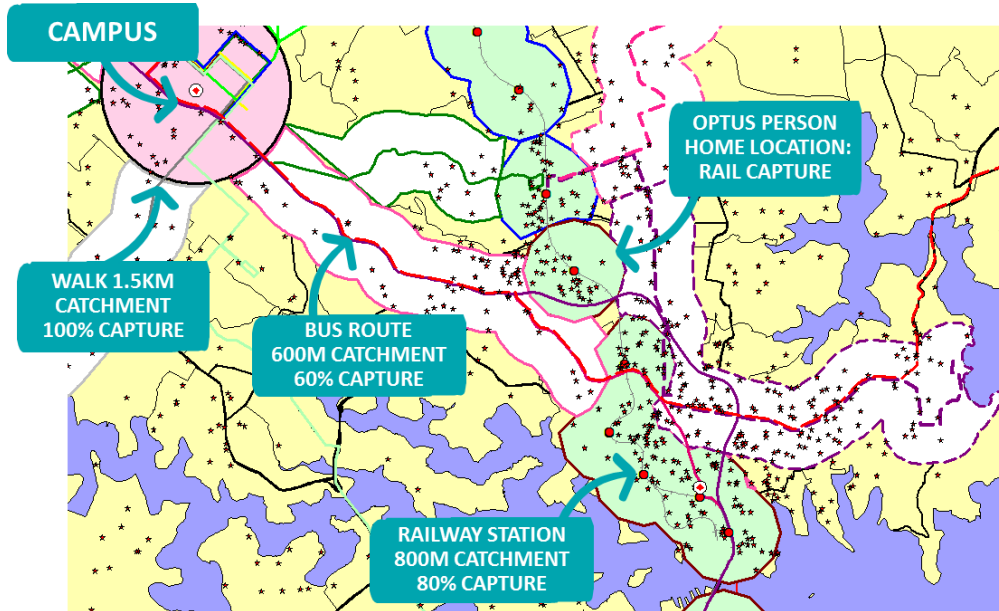
Table 2: Development Approval mode share targets

Mode	Development approval targets
car driver	40%
car passenger	7.5%
public transport	45%
walk and cycle	7.5%

2.5. Technical analysis

The achievability of the transport challenge was quantified using a simple Geographical Information System (GIS) catchment and capture model based on de-personalised employee home locations and transport networks; and then later when the strategy was being refined using an individual excel based mode choice model.

Figure 4: Catchment and capture analysis 2006



2.6. Designing the strategy

The initial assessment conducted indicated effective and efficient management of the relatively limited number of on-site parking spaces would be central to the success of the relocation and, ultimately, the operation of the new campus.

Consequently, it was agreed the transport strategy needed to focus on increasing travel choices with an emphasis on improving access by public transport and other sustainable transport modes, while finding an equitable way to allocate the restricted number of parking spaces.

3. The anatomy of the transport strategy

Three strategic themes make up the Optus Sustainable Transport Strategy. A selection of individual measures provide the tools for achieving the strategy themes. It is an integrated package of fiscal restraint and sustainable transport measures, supported and enabled with extensive internal and external engagement, employee participation, communications and behaviour change initiatives.

Figure 5 shows the transport strategy as it was for the relocation in 2007. While some of the individual measures have changed, the three themes remain consistent.

Figure 5: The Optus Sustainable Transport Strategy, 2007



The strategy was designed to be self-funding, with net revenue from the car parking charge ring-fenced to pay for sustainable transport measures.

The package of measures was specifically designed to work together, to reinforce each other such that the sum of the whole was greater than the sum of the individual parts.

Many of the measures in the original OSTs can be found in a standard Travel Plan 'palette', but the choice of measures was not automatic. Prior to selection, the effectiveness of each was evaluated and resources directed to those with the greatest potential to deliver use of sustainable modes.

At the core of the strategy, supporting and enabling effective delivery of the measures, was the 'Getting There' intranet site. This was a 'one-stop-shop' for all campus related travel information ('travel solutions'), designed to empower employees with sufficient knowledge and information to make informed decisions.

Considerable care was taken, and is still taken, with the timing of introduction of transport strategy measures – to ensure alternatives are available (the 'carrots') before any restrictions are introduced (the 'sticks'). For example, eleven months before the start of the relocation the Optus online journey planner was released, along with the ride sharing database and map, and details of the free replacement bus service. Information on the parking charge was released two months after this alongside information about the ride share discount and the one-off 30% public transport reimbursement. All this 8 months before the relocation commenced.

4. Transitioning to 'business as usual'

The relocation to Macquarie Park proved a success. The Epping to Chatswood railway line opened in 2009. Macquarie Park has continued to expand and develop. And the Optus Sustainable Transport Strategy has evolved and adapted to become a core part of day to day campus operations.

This section highlights some of the more innovative and critical elements of the Transport Strategy, and comments on how they have evolved and adapted to become part of 'business as usual' operations.

4.1. Goals and resourcing

To paraphrase a famous Lewis Carroll quote: *...if you don't know where you want to get to, how will you know how to get there... or when you have got there...?*

The OSTS has, and continues to be, guided by the transport strategy objectives:

*"Our Sustainable Transport Strategy is part of our commitment to making your journey to work as simple as possible. It's about increasing travel choices, improving access to Campus by public transport and other types of sustainable transport, while making sure we have enough parking spaces for those that need to drive. We're also focussed on reducing our impact on the environment, reducing traffic congestion, and meeting Council obligations."*²

A team of five is currently responsible for the day to day management of the strategy, two more than usual due to preparing for the temporary closure of the ECRL (in preparation for the opening of Sydney Metro Northwest in 2019).

4.2. Putting people first

This was fundamental to the success of the strategy for the relocation, and remains fundamental to its continued success. Such was the level of concern about the relocation and transport access to the new site, it was decided that the transport team needed to be as transparent as possible about what was happening - there was no waiting until all the answers were in.

This approach built trust amongst employees and reduced the amount of negative feeling about the move. Ultimately it ensured people had a good understanding of the reasons behind the introduction of the various transport strategy measures.

An in-depth understanding of people's concerns, their perceptions of travel, their constraints and potential for change, supported by an understanding of the actual transport and travel infrastructure available, has been key to delivering appropriate, effective and value for money initiatives.

4.2.1. Types of engagement

Employees were involved in the original development of the Transport Strategy through focus groups, workshops, travel forums, travel surveys, and on-line feedback channels.

More recently, the Sustainable Transport Team has run popular information sessions in the outside plaza on campus, plus workshops on bus timetabling, cycle facilities and the impact of the CBD bus changes.

Optus pioneered the concept of personalised 'travel clinics', face to face, one-to-one meetings with one of the transport team to review and discuss options for an individual's commute.

In 2006, Optus designed and built the Optus personalised journey planner. Launched months ahead of the relocation specifically so people could get a realistic assessment of their new trip to work, people entered their home postcode and were presented with comparative information about how to make the commute to Optus Macquarie Park by all modes of transport, with journey time, costs and CO2 emissions, plus information on how many people registered for car-pooling lived in their selected postcode.

Responding to the increase in use of smart 'phones, the online journey planner has been replaced by the GoOptus transport app which includes real time information. The ride sharing website has also been upgraded to an app which offers users more interactive and flexible experience.

² Going Places. Your Campus Transport Guide, 2017. Optus

A vast range of marketing material has been developed for the OSTs. This included an innovative ‘pocket’ travel guide, designed specifically to contain all the information about travelling to campus in a compact fold out format which could be stored in a wallet or purse.

A Transport Kiosk is now permanently positioned in the main employee entrance, with hard copy travel and transport information available for browsing or to take away.

More recently, LCD screens have been installed in the bicycle changing rooms, to enable the Sustainable Transport Team to promote specific sustainable transport and cycling events directly to those who may be interested. And a ride share promotional campaign decided to take the message to people, wherever that may be, including in the bathroom. Posters were specifically designed for toilet doors, and proved remarkably effective at engaging people with the new ‘Co-Hope’ ride share matching scheme.

4.3. Management of car parking spaces

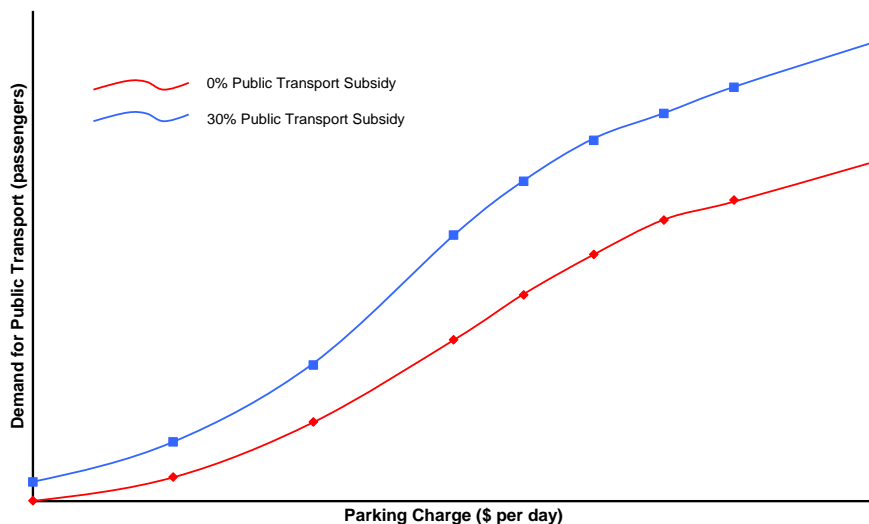
This was easily the biggest challenge facing the development of the OSTs, and on-site parking spaces have remained actively managed since occupation of the site in 2007. Effective management of the car parking spaces has been central to the success of the OSTs.

The imperative was to find a solution which ensured those who needed to drive to work could do so, and those who had reasonable alternatives chose to use those reasonable alternatives. A range of options were considered, debated and tested in depth. Everything from a first come first served allocation, a lottery, prioritising employees without a reasonable public transport link, and an allocation by seniority.

It was agreed the most equitable and efficient solution was to levy a charge for parking places (and so allocate spaces according to demand) and reinvest the surplus revenue into the transport strategy.

A spreadsheet based individual mode choice model was built by Optus (using the journey planner data) to help make the decision on the level of parking charge. The analysis forecast, at varying levels of parking charge, the demand for parking spaces; level of diversion to public transport; the cost of providing one-off public transport allowance; and CO2 emissions.

Figure 6: Analysis of demand for public transport, at varying levels of parking charge, 2006



The available parking spaces are allocated to various categories of parking – ride share (car pooling); full time and part time drive alone; casual parking; shift worker parking; mobility impaired parking; child care, third trimester pregnancy, sales and contractor parking. The principle is to encourage people to blend the travel modes they use – driving when necessary but opting to choose another way of travelling on other days – and to share when they can.

Employees have always paid the parking charge from their post-tax salary. Ride sharers (car poolers) pay a significantly discounted amount.

Ride sharing has been a surprise success of the strategy. Engagement in 2005 indicated people were resistant to sharing, but since the relocation the proportion of people sharing a ride to work has averaged over 13% per year, peaking at 16% in 2009 and now sitting at approximately 10%.

Compliance with ride sharing was originally audited by visual inspections. This has since been upgraded to a digital system which cross-matches entries with annual leave and sick leave, and is audited monthly.

The original car park management system, involving individual parking space indicators linked to real time Variable Message Sign displays at the car park entrances, proved to be one of the costlier elements of the original strategy. Designed to ensure people didn't need to search for spaces, and to discourage casual parkers from entering the car park if no spaces were available, the technology (which was very new at the time) was, at times, unreliable. Recent improvements have delivered a more reliable system, and in 2018 the information will be available on the Optus transport app so drivers can check the availability of parking spaces before they arrive in Macquarie Park.

In 2018 Optus is planning to launch 'book a bay' service, enabling people to pre-book a car parking space on campus. It is aimed at employees who need occasional guaranteed access to a parking space. Also, due for 2018 is 'early bird parking', to try and encourage people to travel later or earlier, and so reduce peak hour local area congestion.

4.4. Supporting travel by public transport

Sustaining the pre-move high levels of public transport use was recognised as a critical priority for the OSTs.

4.4.1. Employee bus services

The Development Approval required the owner of the site, Stockland, to fund a rail transfer bus for Optus employees until the ECRL opened – an interim solution to replicate the service which would become available by the opening of the ECRL.

Using the results from the travel survey, the catchment and capture analysis and qualitative research with employees, Optus estimated the patronage for the buses and planned a network of bus routes. The service was exclusive and free for Optus employees. Timetabling was designed to ensure minimal wait time and during the peak a turn up and go services operated on the two most highly used routes; outside the peak services were timetabled to meet key train departures and arrivals. Large bus shelters and lighting were provided on campus. Buses dropped off passengers on campus, directly outside the main entrance. The service proved immensely popular, with around 1,700 employees arriving at work on an Optus bus every day.

It was considered such a benefit of working at Optus Centre Sydney that the service was continued after the ECRL opened. It continues to operate to this day. The current routes and level of service reflect adjustments which have been made over the last 10 years to meet changing demand and increasing levels of traffic congestion on key access roads. A co-contribution is now payable for PM journeys.

In preparation for the temporary closure of the ECRL pending opening of Sydney Metro Northwest in 2019, Optus is planning to enhance the employee bus system to meet the goals of the OSTs.

4.4.2. Financial contributions

To encourage employees to use public transport to travel to Optus Centre Sydney, as part of the relocation Optus offered a one off 30% reimbursement for the cost of 12 months of public

transport travel. The rebate was only available to people who had not registered for full time, drive alone parking, and to permanent employees.

In addition, employees were eligible to receive an interest free loan to buy an annual public transport ticket, and repay the money over 10 months. The Travel Pass Loan continued until the Opal card use reached critical mass in 2015, and it was no longer considered necessary to offer this.

4.4.3. Reducing the perceptual barriers

It was recognised at an early stage that addressing the perceptual barriers to using public transport for the commute to Macquarie Park would be as important as providing the physical infrastructure to ensure people could actually travel there. Every effort was made to ensure Optus Macquarie Park felt as accessible as possible by public transport.

For the relocation, Optus advocated for Optus Centre Sydney to be included as an origin/destination in NSW public journey planner 131500. It was put on the map, literally, and so made more accessible to everyone.

Information on all public transport services to the site was catalogued and presented in specially designed and branded maps. This included maps showing all the bus stops in walking distance, with the buses which operated from each one. It included maps of safe walking routes, cycle routes, and information on all the end of trip facilities.

Timetables of the Optus buses, along with route maps and maps of pick up locations, were made available across campus for anyone to pick up, as well as electronically on the intranet site. The buses are all now accessible.

When the ECRL opened, real time electronic arrival and departure boards identical to those found in City Rail stations were installed in both main entrances on campus displaying next train arrivals/departures – the first time this had been done in Australia. People leaving could see how long they had before the next train and be alerted to any service disruptions. There are separate countdown screens showing the times of the next Optus buses.

An Optus SMS bus alert was created in response to traffic congestion on some routes. It's a free service which sends SMS updates when service difficulties affect journeys to or from campus.

A new bus ticketing system was introduced in 2016 to make using the Optus buses even more straightforward. Now employees simply tap their credit card as they board, and the fare is deducted.

4.4.4. Focussing on the walking part of people's journey

Engagement with employees illuminated some of the barriers to individual's choice of transport modes: "It's too far", "There's no safe crossing.", "I'll get wet", "I don't feel safe". These views suggested that the barrier to using public transport was not the public transport journey itself, rather it was the walk to and from the public transport.

Efforts to address this have included the design of walking maps showing safe walk routes; the installation of a new pedestrian crossing on campus; installation of pedestrian way finding on and off-site, along with pedestrian appropriate lighting on footpaths; and the trimming of trees as required to keep footpaths clear. Prior to the relocation, a new dedicated pedestrian access point onto campus was created to provide easier, and more direct, access to key public bus stops.

The walk the closest railway station (approximately 800 meters) has been consistently identified as a deterrent to using the rail line, and conversely to the attractiveness of the Optus bus services. Since the railway line opened, efforts have been made to make this walk as pleasant an experience as possible. This has included Optus promotional team members

guiding the way to and from the railway station, and temporary signage for Optus people. Coffees have been provided to pedestrians en-route to the station, thousands of umbrellas have been given away to those arriving or departing on foot, and reusable drink bottles with cold water have been given away on hot days.

Given the 24/7 operation of the site, consideration has also been given to people arriving and departing in the dark. For a period, Optus ran a minibus and then later, a taxi-link service to the train station.

Optus has also run numerous campaigns to encourage 'incidental' walking and promote health benefits, everything from encouraging walking instead of using the lifts, taking a walk around campus (which has proved very popular) to dedicated team walking challenges.

4.5. Working closely with external stakeholders

Partnership working has been integral to the success of the OSTs. In the years leading up to and shortly after the relocation, the catchment and capture analysis was used to advocate for new and enhanced bus services to Macquarie Park. The results from the various pedestrian audits were used to inform discussions with the local authority about area wide improvements. Since then, Optus has continued to play an active role in ensuring sustainable travel is an attractive choice for the commute to Macquarie Park. This has included:

- Representing the Macquarie Park workforce on the Ryde Bicycle Advisory Committee (driving allocation of investment in paths and infrastructure).
- Sharing de-personalised employee travel data and travel survey results directly with Transport for NSW, City of Ryde, the local Transport Management Association (Connect) and passenger transport planners (resulting in numerous new bus routes since the relocation).
- Making submissions and taking part in various planning processes and consultations at a state, regional and local level.
- Driving local initiatives from the Macquarie Park Forum, the Forum's Transport Working Group, the local business chambers transport group and more recently, the local Transport Management Association (Connect), of which Optus is a founder member.

Perhaps most significantly, Optus championed the development of Australia's first Transport Management Association (TMA) – Connect Macquarie Park.

5. Maintaining the momentum

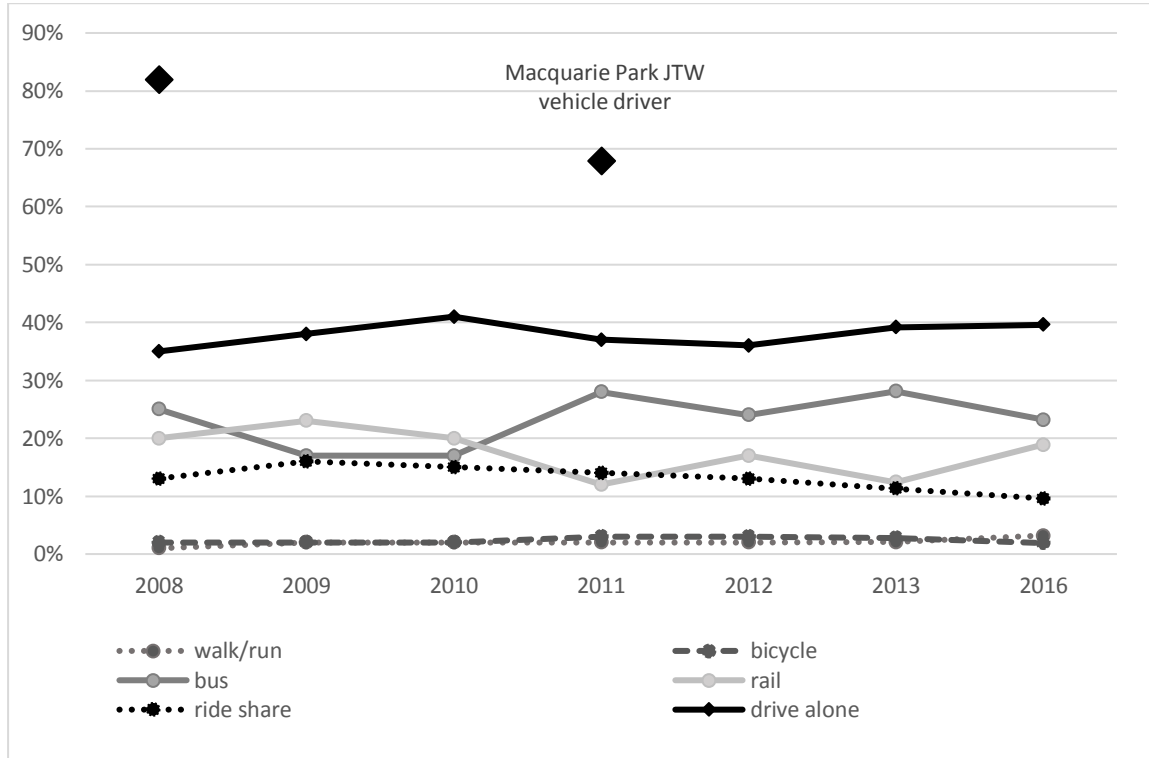
Optus, like many organisations, is constantly changing. Fluctuating employee numbers means many aspects of the transport strategy need to be regularly reviewed, monitored and adjusted, including pricing and allocation of parking. External events have also prompted reviews of various measures, such as the increase and then removal of the cap on on-street parking prices in 2016 and 2017, which increased demand for the Optus on-site spaces and required some adjustment of the pricing structure.

At the heart of maintaining the momentum of the OSTs is data collection. The centre piece of this is a monthly 5-minute travel survey. Each employee is invited, once a year, to complete this survey about their journey to work. This is supplemented and validated by count data including bus patronage, bicycle registrations, ride share registrations and so on. In addition, data from car park entries and exits is recorded, which also now captures motorcycle and bicycle entries and exits.

In addition to the travel data collection, employee residential data is regularly mapped to identify current and future travel patterns, areas of demand and any changes needed to any of the OSTs services.

Figure 7 below shows the mode share of Optus Centre Sydney since occupation of the site. It illustrates the ongoing effectiveness of the strategy in delivering a mode share which is more sustainable than the background Macquarie Park journey to work mode share.

Figure 7: Mode share Optus Macquarie Park 2008 – 2016



Notes:

JTW: Journey to Work data, Macquarie Park, Census 2006, 2011

Ride share: vehicle with passenger, as driver or passenger.

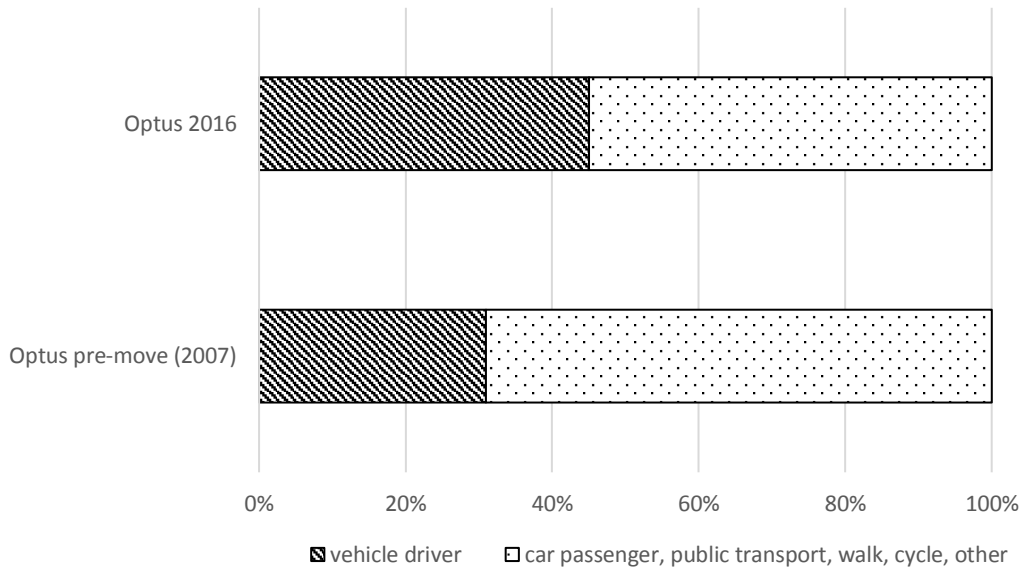
Optus Travel Survey data question 'How did you travel for the longest part of your journey?'

Bus mode share: Optus bus and public bus.

5.1. Sustaining patterns of travel

One of the central objectives of the relocation was to ensure minimal disruption to staff travel – in a sense to try and maintain the pre-move mode share. The graph below indicates the effectiveness of the transport strategy in achieving this aim.

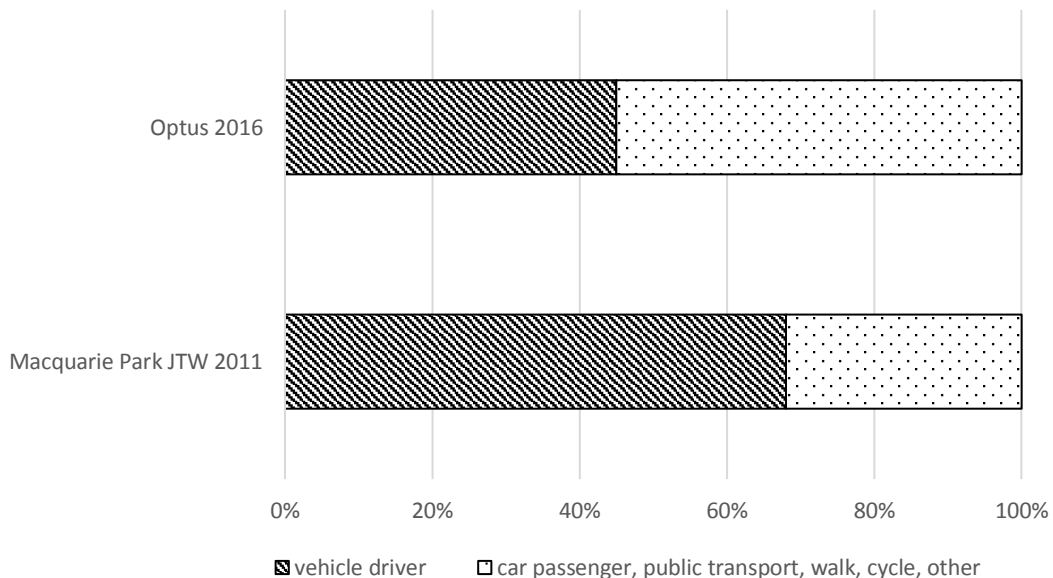
Figure 8: Optus mode share pre-relocation (2007) compared with post relocation (2016)



5.2. Minimising the environmental footprint of the campus

Environmental sustainability was intrinsic to the transport strategy. Figure 9 indicates how mode share at Optus Centre Sydney remains broadly more sustainable than the overall background mode share in Macquarie Park.

Figure 9: Mode share Optus (2016) compared with overall background Macquarie Park (JTW 2011)



Monitoring results will be updated following release of the 2016 Census journey to work data later in 2017.

6. Conclusion

The Optus Sustainable Transport Strategy is now in its 11th year of operation. Originally conceived to ensure the success of the relocation of 6,500 employees to Optus Centre Sydney in Macquarie Park, it has become part of 'business as usual' for the organisation. The Optus

Sustainable Transport Strategy is now widely considered to be the largest, most effective and longest running Travel Plan in Australia.

As a result of the Transport Strategy, the mode share of employees commuting to work at Optus Centre Sydney in Macquarie Park has been consistently sustainable, reducing Optus' impact on the environment and local area traffic conditions.

The success of the Optus Sustainable Transport Strategy can be attributed to the strategic, integrated approach which had people at the centre. Specific factors which contributed to the success include:

- Getting the timing right with the introduction of measures.
- Dedicated resourcing and high-level support.
- Budget committed.
- Focus on the direction of the strategy.
- A data led, technical approach.
- Development approval targets.
- Putting 'carrots' before 'sticks'
- Effective car park management.
- Optus employee bus service
- Considering the last mile.
- Innovation in the measures developed.

The experience of Optus indicates it is possible to embed a Travel Plan into 'business as usual' operations of a private organisation; it is possible to sustain a Travel Plan for over a decade; and it is possible for a Travel Plan to consistently deliver a sustainable mode share.

7. References

The Department for Transport (DFT), United Kingdom 2014, *Travel Plans*, viewed 13 August 2018, <https://www.gov.uk/guidance/travel-plans-transport-assessments-and-statements>

8. Acknowledgements

The authors would like to acknowledge the contributions of everyone involved in the design and development of the Optus Sustainable Transport Strategy. This includes all members of the original relocation Project Sydney Team.

Particular thanks are due to Thomas Hofmann, Mindfactory, for his work on the original Optus 'Getting There' intranet site and the Online Journey Planner, and for his continued contribution and support to the Optus Sustainable Transport Strategy.