A WALKING AND CYCLING BENCHMARKING TOOL

Tim Hughes   NZ Transport Agency

Martin Wedderburn   Colin Buchanan Consultancy

Tim Cheesebrough   MWH New Zealand

A New Walking and Cycling Benchmarking Tool for NZ

- **Project Background**
  - The principles and value of benchmarking
  - International benchmarking examples studied by MWH NZ and Colin Buchanan Consultancy (UK)

- **The Cycling Benchmarking model for New Zealand**
  - Adapting the European Foundation for Quality Management Model
 - How the new tool might be used across NZ

- **Measuring Walking – the Walk 21 Model**

- **Way Forward and Feedback**

What is Benchmarking?

- Benchmarking of local authority walking and cycling practice was seen as a key enabler of best practice in support of NZ Walking and Cycling Strategy

- Chief purpose - to **help all local authorities** to improve services across a range of activities that support cycling and walking

- Most important objective is to help identify and share **best practice**
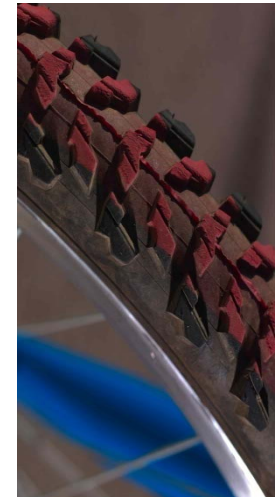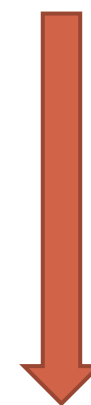
Benchmarking Principles…

- **<u>Not</u>** intended to create performance "league tables", except where of help to authorities seeking to maximise their own value for money and delivery

- When working well, identifies genuinely adaptable best practice in a **supportive environment**, with the help of NZTA and a peer group of like minded authorities

- Helps authorities to find **where relevant best practice exists**, that they might adopt or adapt

How Does Successful Benchmarking Work?

The Process

- Self Analysis
- Identifying **best practices** that might be adaptable
- Collecting data for performance indicators
- Analysing performance and delivery differences across authorities
- Implementing findings locally to improve effectiveness and value for money of authority's approaches

The Results

- Narrowed performance gaps across sector
- Tangible performance improvements and improved value for money for each contributing authority

Benchmarking Principles...

- Uses performance measurement of an authority's:
  - institutional framework and resources (the enablers)
  - its resulting activities
  - cycling and walking outcomes
  - ultimate "impacts" – such as social, environmental, economic, quality of life effects from active travel support
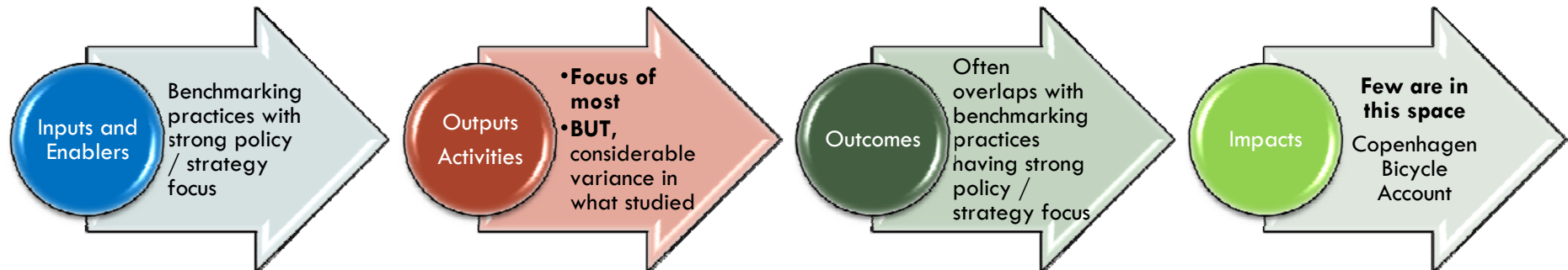
...as a common yardstick to identify and compare **best practice** – both nationally and internationally

Comparing the approaches...

Direction of travel for benchmarking practices - in monitoring output, outcome and impact performance

Inputs and Enablers — Benchmarking practices with strong policy / strategy focus

Outputs Activities
- **Focus of most**
- **BUT,** considerable variance in what studied

Outcomes — Often overlaps with benchmarking practices having strong policy / strategy focus

Impacts — **Few are in this space** — Copenhagen Bicycle Account

International Examples Studied

A large number of completed and ongoing benchmarking processes used around the globe have been studied, including :

Velo Info

European Bicycle Policy Audit (BYPAD)

English Regions Cycling Development Team (ERCDT) (UK)

CTC (Cyclists Touring Club) Local Authority Benchmarking Project (UK)

Dutch Cycle Balance
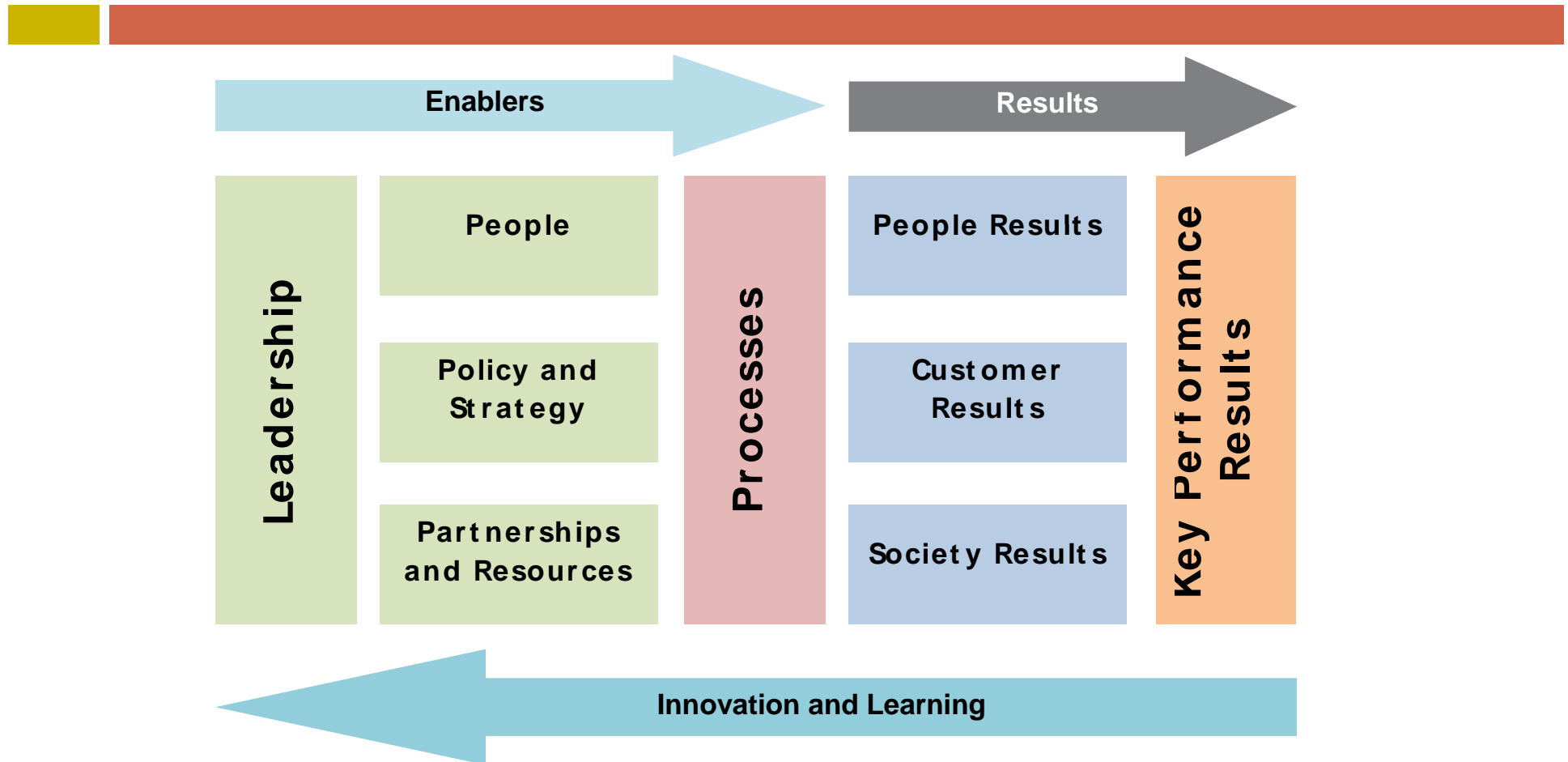
Bicycle Federation of Australia

Copenhagen Bicycle Account

US Alliance for Biking and Walking (formerly the Thunderhead Alliance)

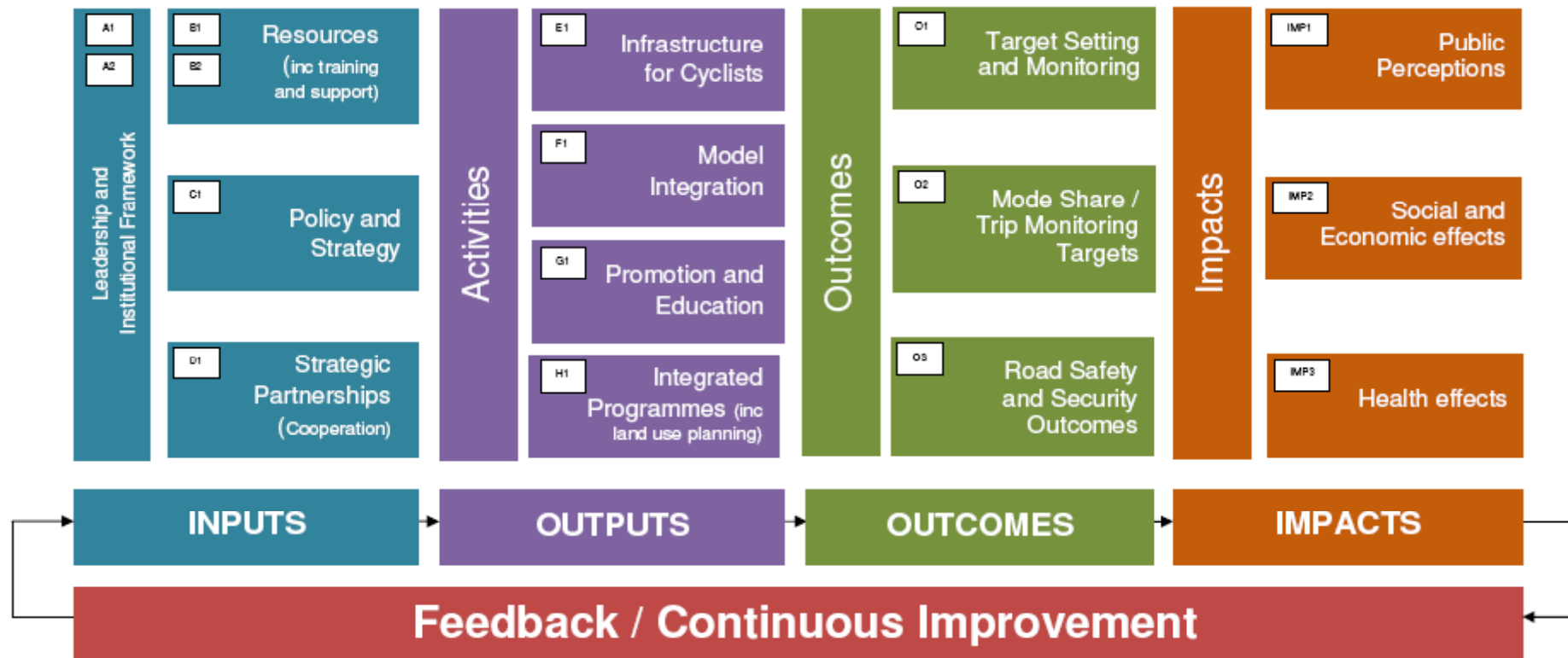*Walk 21 Dimensions / Comparators*

A base Model for Business Excellence

Enablers →

Results →

Leadership	People	Processes	People Results	Key Performance Results
	Policy and Strategy		Customer Results	
	Partnerships and Resources		Society Results	

← Innovation and Learning

European Foundation for Quality Management (EFQM) Model

The New Cycling Benchmarking Model

Leadership and Institutional Framework	Activities	Outcomes	Impacts
A1 A2 B1 B2 Resources (inc training and support)	**E1** Infrastructure for Cyclists	**O1** Target Setting and Monitoring	**IMP1** Public Perceptions
C1 Policy and Strategy	**F1** Model Integration	**O2** Mode Share / Trip Monitoring Targets	**IMP2** Social and Economic effects
D1 Strategic Partnerships (Cooperation)	**G1** Promotion and Education **H1** Integrated Programmes (inc land use planning)	**O3** Road Safety and Security Outcomes	**IMP3** Health effects

INPUTS → **OUTPUTS** → **OUTCOMES** → **IMPACTS**

Feedback / Continuous Improvement

A two stage benchmarking process for NZ…

Stage A – Self Assessment

- Collection of primarily quantitative / factual information

- Maximum use of existing data sets – eg LTCCP published programmes, performance results – alignment to MoT TMIF(2)

- Authority determines for itself where it currently stands – **simple self assessment scores**

Stage B – Peer Group Independent Assessments

- Facilitated visits by and to peer group authorities

- **Focus on quality assessments**

- common success factors, sharing experience, **finding adaptable best practice** - policy and strategy into practice

	Inputs				Outputs				Outcomes
	Leadership	Resources	Policy & Strategy	Strategic Partnerships	Infrastructure	Modal Intergration	Promotion & Education	Integrated Programmes	Monitoring, evaluation & Sharing
RCA 1	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 2	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 3	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 4	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 5	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 6	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 7	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 8	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 9	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 10	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 11	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 12	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 13	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores
RCA 14	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores	Scores

Self Assessment

Independent Assessment

Cycle Benchmarking Self Assessments -
the simple "Bell Score" system

Benchmarking Category	Leadership	A2
Assessment Criterion	Council Commitment - leading by example	

	Council A	Council B	Council C	Council D	Council E
Key Success Factor					
Council has Travel Plan?			🔔		🔔
All premises have cycle parking?			🔔	🔔	
Offices have lockers / showers?	🔔	🔔	🔔		
Cycling promoted for work visits?		🔔		🔔	
Pool Cycles available?			🔔		
Bell Score?	1 🔔	2 🔔	4 🔔	2 🔔	1 🔔

International objective

"Establishing a set of international guidelines for the collection, analysis and dissemination of quantitative and qualitative techniques for measuring walking."

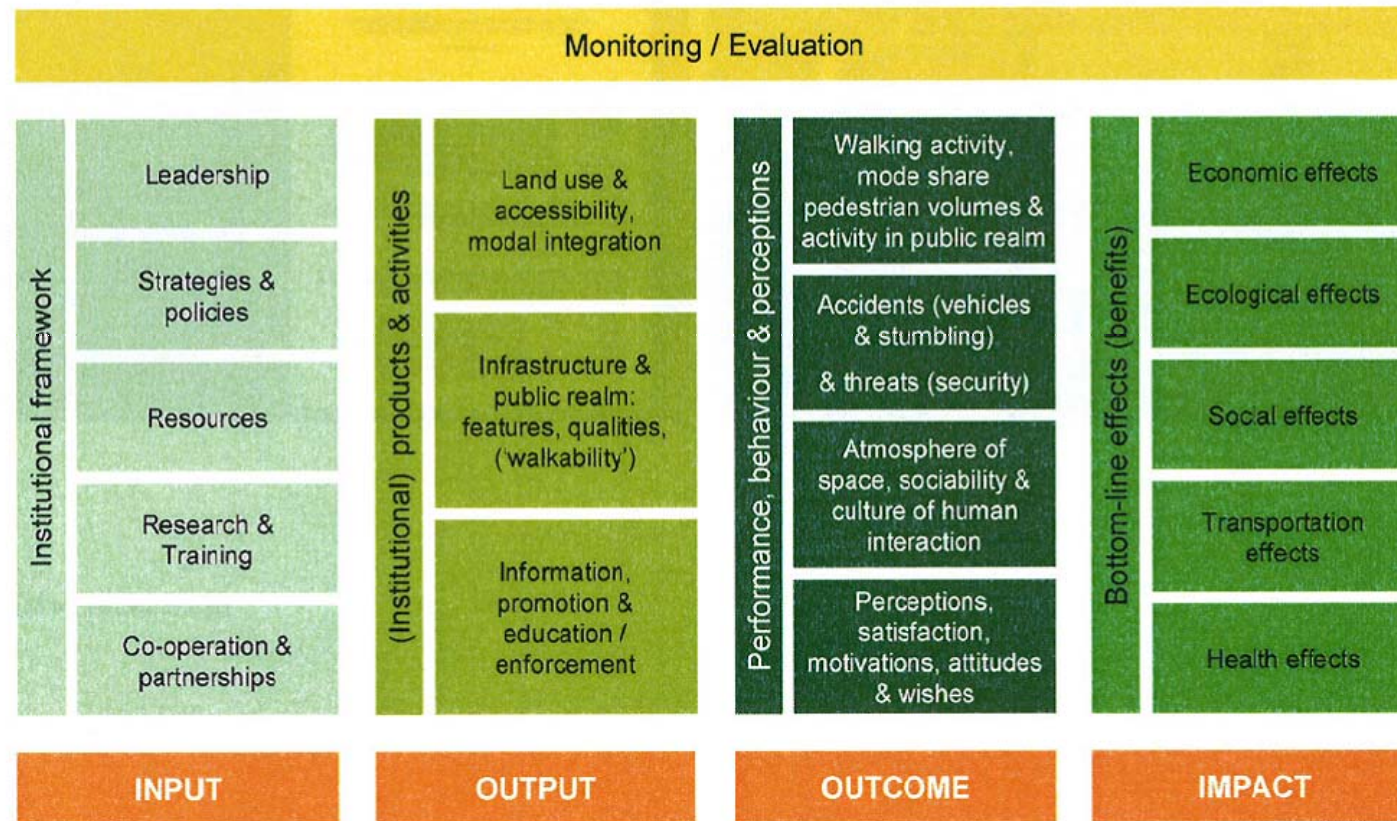*(WALK21 conference conclusions Melbourne 2006)*

International

- Walk 21 conference workshops

- Website: www.measuring-walking.org/

- Assessment Model for Benchmarking Walking

- Making Walking Count resident surveys

Measuring Walking Project (Walk 21)
New 2010 Assessment Model for Measuring Walking

Courtesy of Urban Mobility Research, Switzerland (Daniel Sauter)

USA Alliance for Biking and Walking

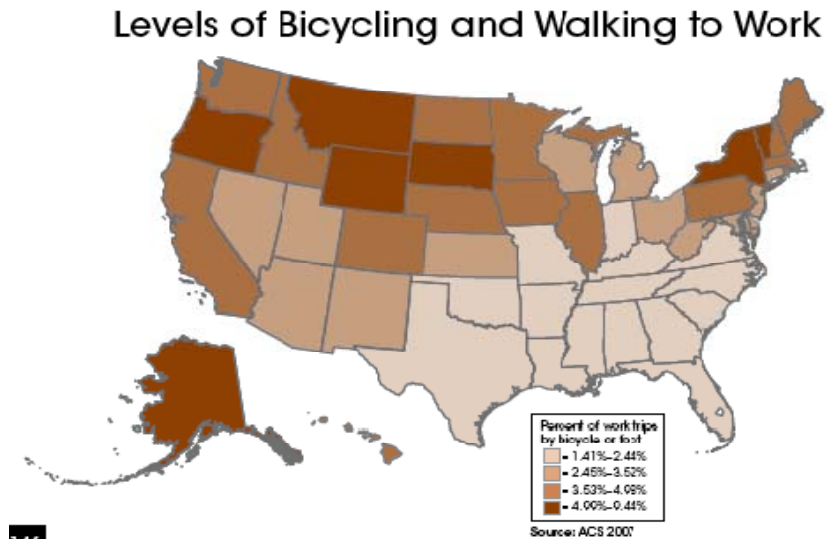BICYCLING AND WALKING IN THE UNITED STATES
2010
BENCHMARKING REPORT

prepared by
Alliance for Biking & Walking
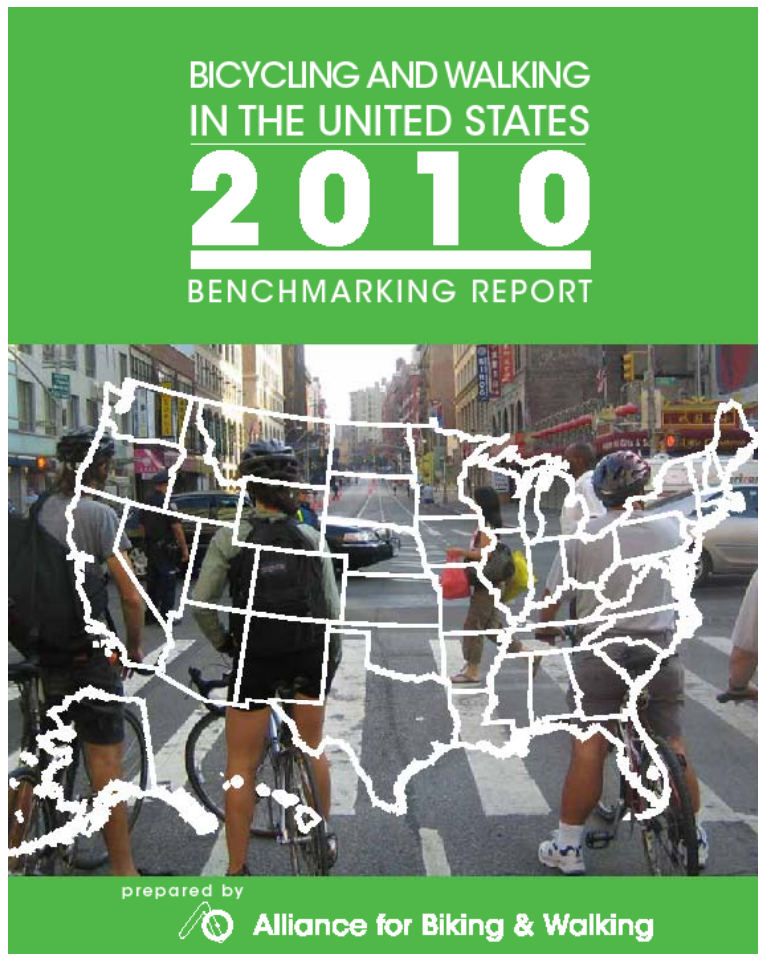
- Levels of walking / cycling
- Safety
- Funding
- Education
- Advocacy
- Public health

USA Alliance for Biking and Walking

Levels of Bicycling and Walking to Work

Percent of work trips by bicycle or foot
- 1.41%–2.44%
- 2.45%–3.52%
- 3.53%–4.09%
- 4.09%–9.44%

Source: ACS 2007

Obesity Levels

Percent of adults obese
- 19%–22%
- 23%–26%
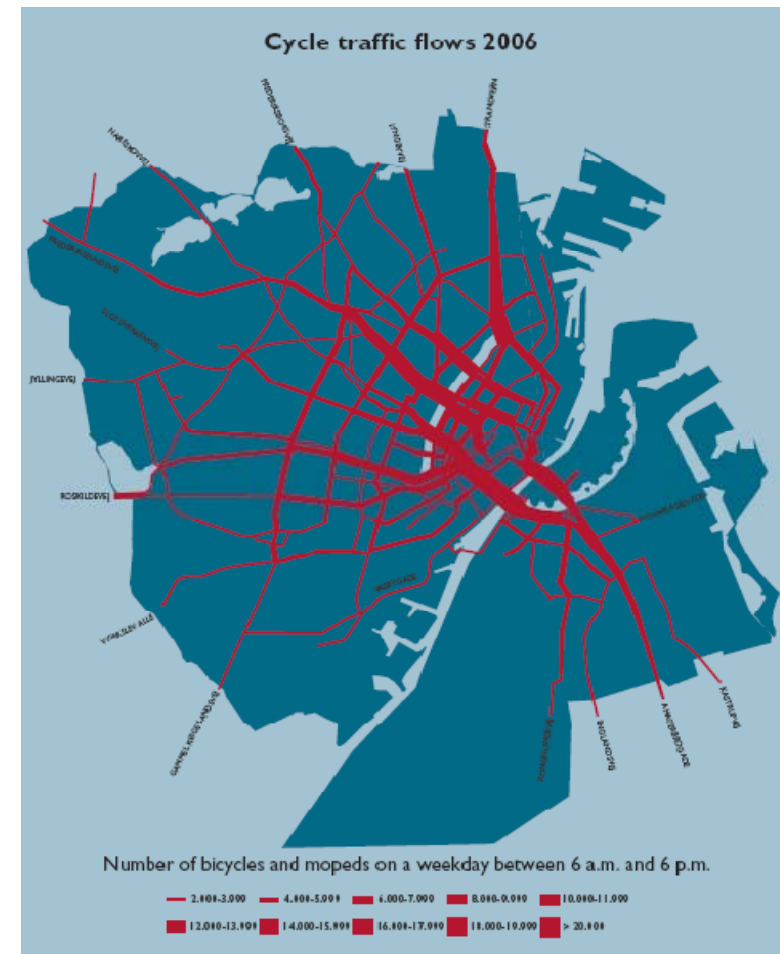- 27%–29%
- 30%–33%

Source: BRFSS 2007
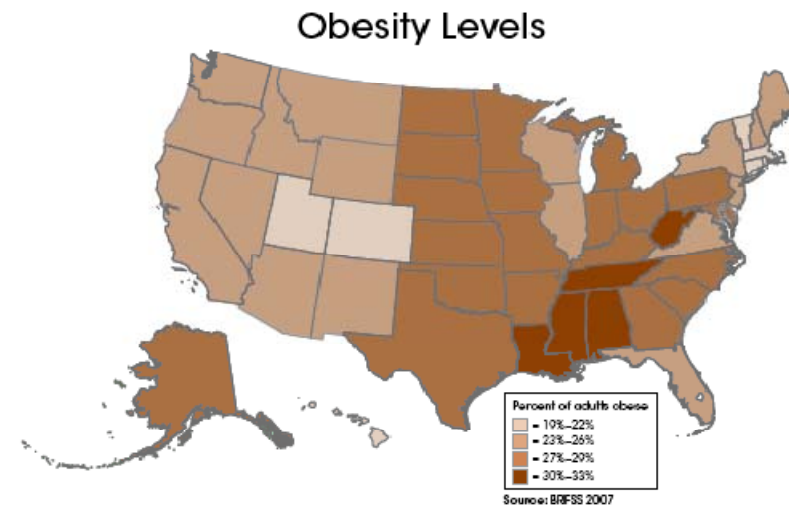
Copenhagen Bicycle Account

COPENHAGEN • CITY OF CYCLISTS

BICYCLE ACCOUNT • 2006

Copenhagen Bicycle Account

- Cycle flows

- Infrastructure

- Satisfaction

- Safety

- Funding

- Health

- Perceptions of other road users

Cycle traffic flows 2006

Number of bicycles and mopeds on a weekday between 6 a.m. and 6 p.m.

Making Walking Count

Making
Walking
Count

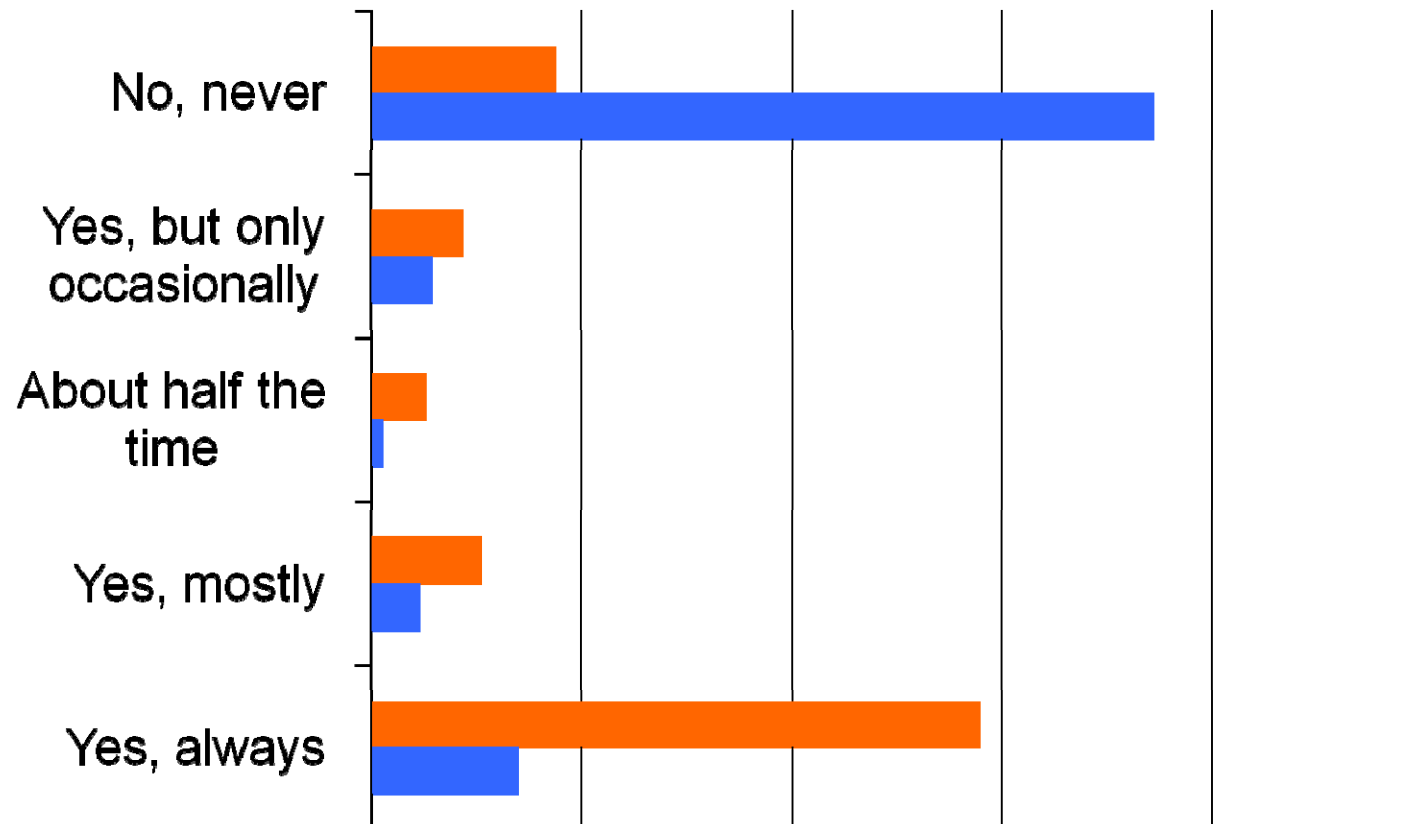City Results Report 2009

London

June 2009
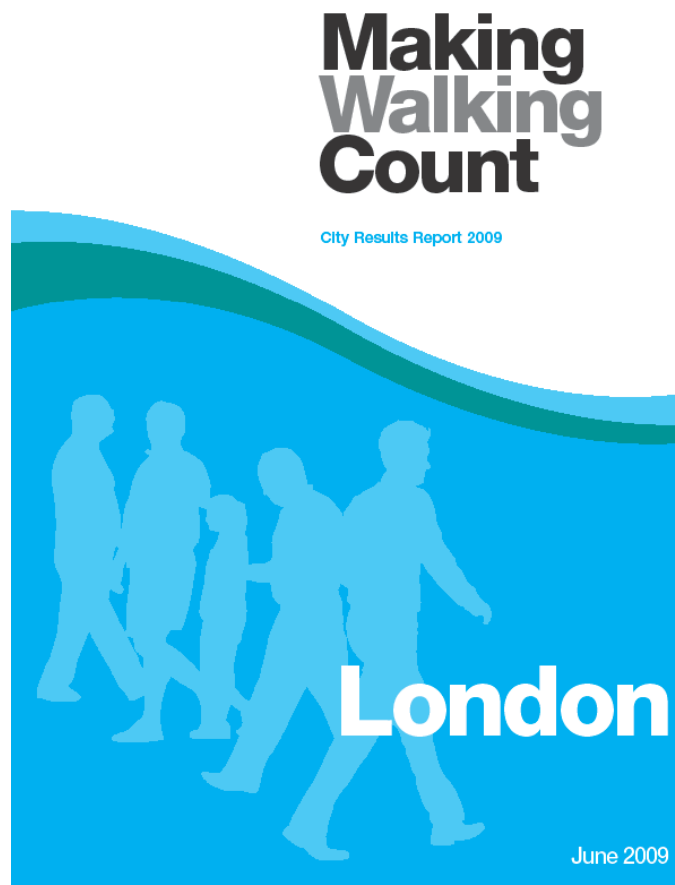
1. Walking activity
2. Activity in the public realm
3. Local accessibility
4. Motivations
5. Barriers
6. Perception of the walking environment
7. Measures to improve the walking environment
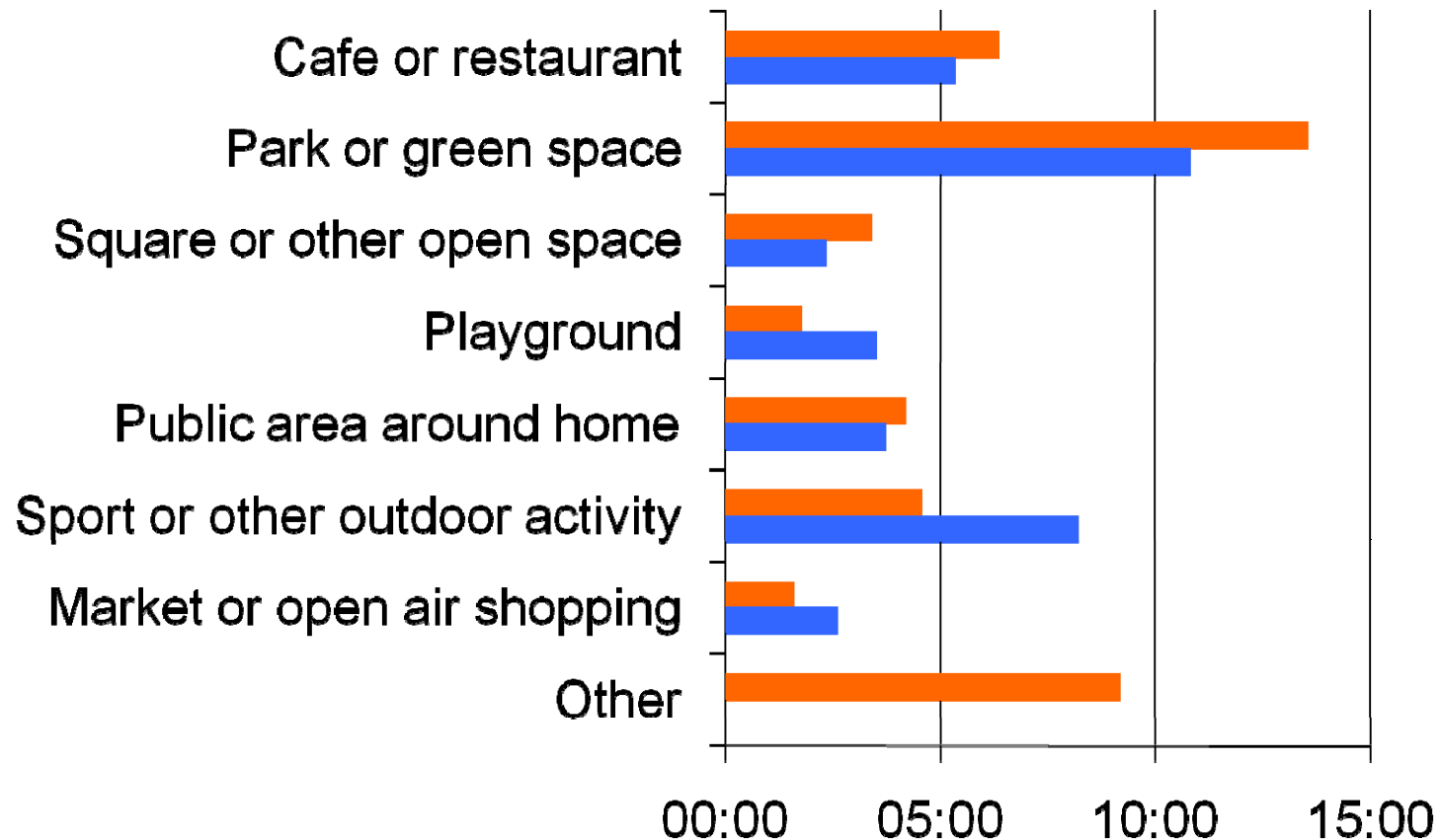8. Transport spending priorities

Time spent walking
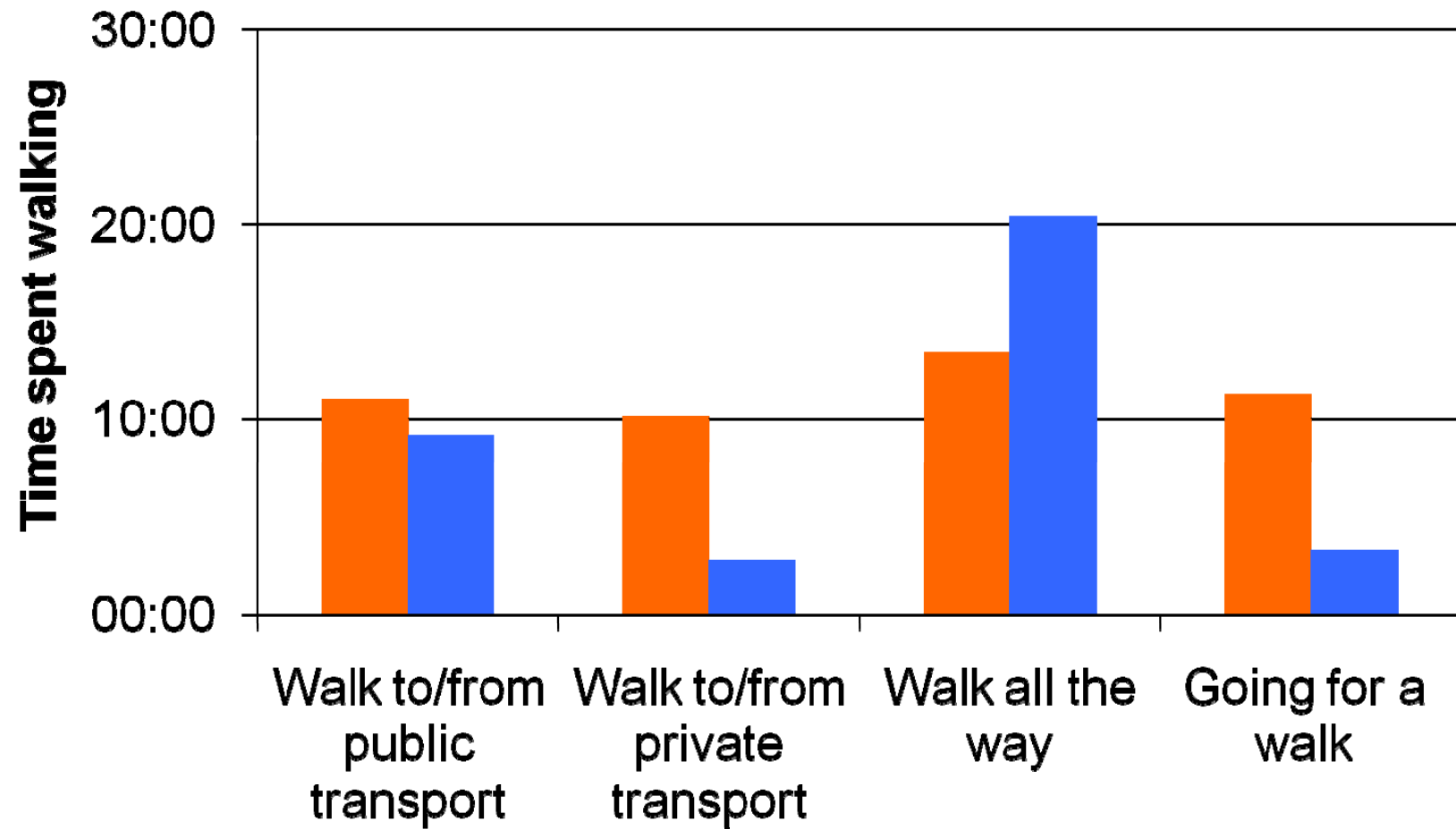
Children walk to primary school unaccompanied?

Time spent in public space

Your thoughts?

- We are keen to seek delegates' feedback on this important initiative:
  - Through forthcoming regional workshops – starting next week
  - Might your Council be interested in taking part?
  - What depth of engagement?
  - Governance?

- **Please contact:**
  - Tim Hughes NZ Transport Agency (Christchurch)
  - tim.hughes@nzta.govt.nz
  - Martin Wedderburn, Colin Buchanan and Partners (UK)
  - martin.wedderburn@cbuchanan.co.uk
  - Tim Cheesebrough MWH NZ
  - tim.l.cheesebrough@nz.mwhglobal.com