

# Local Travel Plan Networks:



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An Evaluation using Policy Transfer

# Introduction

## Local Travel Plan Networks

**TRAVEL PLAN PLUS** stands for "Travel Reduction Attainment Via Energy-efficient Localities PLANning". The project aimed to promote energy efficiency across the EU by creating four Local Travel Plan Networks in European locations and promote their use more widely.

A Local Travel Plan Network (LTPN) is:

**“A group, or network, of organisations that have come together to share resources and ideas for developing and implementing a travel plan in their local area.”**

Where a travel plan is:

**“A package of measures tailored to the needs of individual organisations and aimed at promoting greener, cleaner travel choices and reducing reliance on the car.”**

Like travel plans, LTPNs are a move away from the traditional approach of addressing transport problems via the provision of more road capacity. They are a relatively quick, cheap and effective solution to transport and other organisational problems. Crucially, LTPNs deliver greater benefits for participating organisations whilst requiring less involvement than travel plans developed by individual organisations.

LTPNs can be applied at sites such as, business parks, industrial estates, city centres, a cluster of schools and residential areas. They are area-specific in application and effect.

LTPNs are usually implemented to:

- Provide better access to the area for employees, students, suppliers and customers;
- Improve organisational image through reducing the negative impact on the local area;
- Demonstrate a commitment to employee health and wellbeing.

In summary, LTPNs are a meeting of minds to provide shared solutions to common problems.



### Who this guide is for?

This guide is aimed at policy makers and implementers with an interest in taking a mobility management idea from one place or time and implementing it in another. It is also aimed at policy makers and implementers of mobility management measures who would like to understand more about the influence context and the impact of idea sharing when implementing Local Travel Plan Networks.

Other publications in this series are:

- Local Travel Plan Networks: A Practical Guide to Implementation
- Local Travel Plan Networks: Recommendations for Policy Makers

These reports are outputs of the Intelligent Energy Europe funded implementation project TRAVEL PLAN PLUS. In addition, a four-page project summary is available in Catalan, Dutch, English, French, German Hungarian, Spanish and Swedish.

### Policy Transfer

The TRAVEL PLAN PLUS project was based on the theory of policy transfer. Policy transfer relates to a process where knowledge relating to policy, administrative arrangements, and/or institutions present in one geographical location, or period of time, is utilised to develop policies, administrative arrangements and institutions in another geographical location or period of time.

### A problem shared and a shared response

It is clear that every country faces problems of one kind or another and the demand for transport use and its associated energy, congestion and pollution issues are no exception. Clearly, looking to other localities that have implemented a particular programme/s is likely to result in savings both in terms of resources and time. TRAVEL PLAN PLUS transferred the general policy idea of Local Travel Plan Networks to disseminate specific policy instruments to overcome transport-related problems to four sites across Europe.

### How not to ‘reinvent the wheel’

There are different degrees of transfer, as detailed below<sup>1</sup>:

- Copying involves the adoption of a programme from another locality in its entirety;
- Emulation involves a rejection of copying but suggests that a country accepts that a programme in another locality provides a standard which can be used when developing a particular programme;
- Hybridization and synthesis refer to a situation where elements of various programmes are combined so as to create a programme that more adequately meets the needs of the adopting country; and
- Inspiration – exposure to common problems in another environment stimulates new ideas in the adopting country.

<sup>1</sup> Dolowitz, D., and Marsh, D., (1996) Who Learns from Whom: a Review of the Policy Transfer Literature, Political Studies, 44(2), 343-357



### People, personalities, influence and 'catching the vision'

Successful policy transfer requires several key factors to be in place. These include factors relating to people, personalities, business and influence such as the right individuals (including policy champions) in sufficient number, with adequate resources, an incentive to want to see change and, above all, the right timing. It is crucial to transfer information about the actual economic potential of LTPNs for member organisations in order to engage more companies into each network. This will comprise information relating to:

- Cost cutting, since central to LTPNs are resource savings, not least in terms of energy consumption;
- Indirect savings, such as improved work efficiency, accessibility and working conditions. This may lead to the attraction of staff, a reduced number of sick days as a result of increased physically active commuting; and
- Increased 'risk robustness' by being foresighted as regards potential energy cost increases from peak-oil and future carbon taxation.

Six categories of actor can be identified with respect to policy transfer namely: elected officials; political parties; bureaucrats/civil servants (a group which could equate to local transport officials in this case); pressure groups; policy entrepreneurs/experts (a group which is very much central to the success of TRAVEL PLAN PLUS); and supra-national institutions<sup>2</sup>. In addition to existing actors, it is the belief that policy transfer brings new actors and ideas into decision making, expanding the number of actors involved in the policy process.

In addition, it is all important that those involved 'catch the vision' of the LTPN. In other words, there has to be a common awareness of the benefits that can be derived from bringing about a mode shift and change in travel behaviour.

### TRAVEL PLAN PLUS evaluation and the future of LTPNs

This report evaluates the experience of using policy transfer when implementing LTPNs across a range of European Countries and the use of a shared response to a shared problem. It also highlights how the local travel plan network concept has transcended the local level and is operating at a European and even international level.



<sup>2</sup> Dolowitz, D., and Marsh, D., (1996) Who Learns from Whom: a Review of the Policy Transfer Literature, *Political Studies*, 44(2), 343-357



## A Problem Shared and a Shared Response

“Problems that are unique to one country... are abnormal ...”<sup>3</sup>

Each of the TRAVEL PLAN PLUS partner countries has several shared characteristics: i.e. a population with a desire to access employment opportunities quickly, and lifestyle choices which make it increasingly difficult for infrastructure to support the use of collective or non-motorised transport options. Hence private cars are often viewed as the only realistic travel option for individuals today.

resource depletion and climate change but also local implications such as congestion, limited access to jobs and the health implications of leading a sedentary lifestyle. Both the global and local (site-specific) implications of this shared problem are considered in the project objectives as identified in Figure 1.

This leads to a shared problem, namely that over reliance upon energy intensive transport options has a global implication for

### PROJECT OBJECTIVE: To promote energy efficiency through the use of LTPNs across the EU.

#### Cambridgeshire’s objectives:

- To reduce carbon dioxide emissions from traffic accessing the site;
- To reduce traffic congestion when accessing the site;
- To increase organisational efficiency;
- To increase the sustainable green image of the area.

#### Stockholm’s objectives:

- To reduce carbon dioxide emissions from commuter journeys to meet emission cap and allow for expansion;
- To coordinate sustainable travel options;
- To increase staff awareness of alternatives to private cars;
- To inspire other areas to develop a LTPN.

#### Bages’ objectives:

- To improve accessibility to the site;
- To reduce carbon dioxide emissions;
- To reduce accidents;
- To establish a network for sustainable mobility management.

#### Györ’s objectives:

- To reduce carbon dioxide emissions from the school journey;
- To reduce congestion around the school sites;
- To increase the sustainable green image of the area.

Figure 1 Project and implementation site objectives

The shared response in TRAVEL PLAN PLUS was through the implementation of Local Travel Plan Networks in four different localities.

In each locality a network of people have influenced travel patterns to a particular area. In Györ, Hungary this was a group of schools; in Cambridgeshire, UK, a business park; in Bages, Spain an industrial park; and in Stockholm, Sweden the freight operations of an airport.

Through TRAVEL PLAN PLUS, the partners implementing the LTPNs shared their experience of different measures to encourage modal shift and thus transferring measures in order to influence mode choice.



<sup>3</sup> Rose, R (1991), What is Lesson Drawing? Journal of Public Policy, 11(1), 3-30.

## How not to ‘Reinvent the Wheel’

“Policy transfer... a solution which avoids the necessity of reinventing the wheel.”<sup>4</sup>

Policy transfer has already played a key role in the dissemination of mobility management options internationally. For instance, travel plans, or site based mobility management plans, originated in the US, becoming a major policy tool from the 1970s. Travel Plans were subsequently adopted in the Netherlands, and then the UK and more recently Spain and Sweden. The Intelligent Energy Europe projects COMMERCE<sup>5</sup> and TRAVEL PLAN PLUS have been catalysts for the introduction of travel plans in Hungary more recently.

The approach to implementing travel plans is not uniform; it has adapted to suit national cultures and policy approaches. In the

US there has been a move away from regulation to incentivise sustainable travel using the fiscal system<sup>6</sup>. In the Netherlands there has been increasing focus upon negotiating ‘win-win’ situations for all stakeholders<sup>7</sup>.

Through policy transfer, TRAVEL PLAN PLUS partners have copied, emulated, synthesised and obtained inspiration from other countries and sectors in order to create effective LTPNs. Furthermore, others are copying, emulating, synthesising and obtaining inspiration from the TRAVEL PLAN PLUS partners. Some examples of each are included in Table 1.

Table 1 Examples of Policy Transfer from TRAVEL PLAN PLUS

What was transferred?	Where from?	Where to?	Nature of transfer	Outputs and outcomes
Dr Bike	UK	Arlanda Airport, in Stockholm	Copying	A Dr Bike campaign at Cargo City
The LTPN concept	The Győr LTPN schools	Other schools in the municipality	Emulation	A conference for educational institutions engaged other schools in the LTPN and increased the potential for sustainable modes in all educational institutions in Győr.
Emergency taxi service for car sharers	Heathrow Airport	Arlanda Airport, in Stockholm	Emulation	This has been well received by the ground access manager and it increased the potential for car sharing at Arlanda.
Informal Travel Plan networks (clusters) of employers in the same geographical area	Cambridgeshire's LTPN	Cambridge City Centre and Huntingdon	Emulation	The creation of two further networks, in this case informal networks. The clusters have identified locations for car club vehicles and received resources from local authorities.
Vehicles and Partners (VAP)	Brabant Walloon Province (Belgium)	Santa Anna Industrial Estate, in Bages-Spain	Emulation	Installation of car-sharing stops (meeting-points) at the site.
The ‘Safari’ concept, where attendees travel around a room to learn about a different topic in each area.	Cambridgeshire Chamber of Commerce	A Travel Plan Safari at the Cambridgeshire LTPN, where experts promoted different modes of travel to employers.	Hybridization and synthesis	The novelty of the Safari actively engaged employers. It was an effective way to convey a lot of information in a short period of time and an enjoyable way to start the day - especially since breakfast was provided!
Company energy audits	‘Energy Audits in Industries’ campaign developed by the Catalan Energy Institute (Spain)	Santa Anna Industrial Estate, in Bages	Hybridization and synthesis	Individual mobility audits of the largest companies in the LTPN area provided a deep understanding of commuter travel behaviour. They also raised employer awareness of mobility issues and provided a cost/benefit analysis of both organisation and area level mobility measures.
Policies to encourage bicycle travel in towns	The municipality of Győr	Other municipalities and civil organisations in Hungary	Copying, emulations, hybridisation and synthesis and inspiration	A policy conference for other municipalities and civil organisation increased the potential for bicycle use in all Hungarian towns.

<sup>4</sup> Stead, D., de Jong, M and Reinholde, I., (2009) West-east policy transfer: the case of urban transport policy, in Planning Ideas and Planning Practices, Healey, P, Upton, R, (eds) Routledge.

<sup>5</sup> <http://www.londoncouncils.gov.uk/services/commerce/default.htm>

<sup>6</sup> Enoch, M. P. and S. Potter (2003) Encouraging the Commercial Sector to Help Employees to Change their Travel Behaviour, Transport Policy, 10, 51-58

<sup>7</sup> KPvV (2010) Handreiking slim reizen: Van start naar success, [http://www.kpvv.nl/files\\_content/kennisbank/Handreiking%20slim%20reizen%20v1.0.pdf](http://www.kpvv.nl/files_content/kennisbank/Handreiking%20slim%20reizen%20v1.0.pdf) (accessed 10th March 2011)

## People, Personalities, Influence and ‘Catching the Vision’

“The existence of a small, tight network of participating actors is ... extremely important”<sup>8</sup>

Local Travel Plan Networks depend on people and personalities in order to be successful. The following vignettes evidence how such people have influenced the outcome of TRAVEL PLAN PLUS.



### **Andrea Kotrics Director of M6ricz Zsigmond school and LTPN co-ordinator Gy6r, Hungary**

The approach in Gy6r is to ‘teach the teachers’. Andrea Kotrics is a school-based LTPN co-coordinator - she received training sessions in sustainable travel. She has since shared what she learnt with other teachers and now includes sustainable travel in the school curriculum.

A cross-departmental strategic network developed in municipality council support Andrea Kotrics and the other schools.



### **Roland Ljunggren, Public Transport Manager, Swedavia, Sweden**

Roland Ljunggren moved to Arlanda airport having previously managed Visby Airport. He is now the driving force behind the LTPN at Cargo City, working with the organisations on-site to alter travel behaviour in order to meet the emissions cap. He is supported by the TP+ co-ordinator, the Swedish Transport Administration, the local council and transport operators.

Prior to Roland’s arrival there was no effective communication channel between project partners and the organisations based at Cargo City so it was impossible to motivate organisations to consider mobility.



### **Mark Webb, Development Manager, Travel for Work Partnership, Cambridgeshire, UK**

Attempts to develop sustained LTPNs in Cambridgeshire had little success until Mark Webb joined the TRAVEL PLAN PLUS consortium. Investment from Europe has not just been a conduit for bringing organisations together but it has also prompted investment from others organisations. Support includes accommodation for the TRAVEL PLAN PLUS commuter centre within the LTPN area and funding to ensure the TP+ co-ordinator Gary Armstrong and TP+ senior administrator Tammy Liu have an on-site presence until at least April 2012.

Mark’s previous experience of travel plans has subsequently assisted the Cambridgeshire LTPN and all implementation partners in developing their LTPNs.



### **Àngels Crusellas, Councillor and Director of the Central Catalonia Mobility Consortium (MCCC), Bages, Spain**

LTPNs are a new concept in Spain so gaining policy recognition is important. Àngels Crusellas attended the TRAVEL PLAN PLUS meeting in Stockholm to learn more from the TP+ project partners, to assist in creating a supportive policy environment in Bages.

Since attending the meeting the MCCC has agreed to co-ordinate the Bages LTPN into the future and the first network of this kind in Catalonia now exists in Bages, bringing together politicians, employers and trade unions.

<sup>8</sup> Stead, D., de Jong, M and Reinholde, I., (2008): Urban transport policy transfer in Central and Eastern Europe, in: DisP ETH (Swiss Federal Institute of Technology, Zurich) 172 (1), 62-73.

Developing LTPNs at sites across Europe was a shared vision of the TRAVEL PLAN PLUS partners, and focussed on the four implementation sites. Site visits throughout the project allowed the consortium to copy, emulate, synthesise and inspire each other in learning how to plan, implement, operate and manage LTPNs.

### Bages Site Visit, June 2009

During the site visit to the Santa Anna Industrial Estate in Bages, partners and Advisory Committee members received presentations from local councillors, highlighting the benefits to the local economy of improving access to the site.

The site visit included a visit to Denso, a manufacturer of automotive parts, to find out more about the green parking policy. This policy is simple yet effective; people sharing lifts get to park nearer the company entrance. This example of good practice has been shared with organisations across the TRAVEL PLAN PLUS LTPNs.



### Stockholm Site Visit, December 2009

When partners visited the Stockholm LTPN site it was clear that while the major terminal at Arlanda Airport was easy to access using public transport, getting to the Cargo City area without a car was rather more difficult. Crucially, getting organisations to catch the vision was the major challenge in this case.

A motivational workshop involving Heather McInroy, an Advisory Committee member, and the new public transport manager Roland Ljunggren, helped the organisation realise that the LTPN provided more opportunities than restrictions.



### Győr Site Visit, May 2010

In May 2010, when partners and Advisory Committee members visited the LTPN schools, they viewed bicycle facilities introduced by the TRAVEL PLAN PLUS project. Pupils from Kölcsey Ferenc School were lent bicycles from the bike station in Elizabeth Park and were learning about road safety.

The eco-club at Móricz Zsigmond Schools told TRAVEL PLAN PLUS about their involvement in the LTPN and answered questions about pupil's travel choices. Many pupils already walk or cycle to school.



### Cambridgeshire Site Visit, November 2010

The visit to the Cambridgeshire LTPN area started with lunch at NAPP pharmaceuticals where partners learnt about the benefits of the LTPN to an individual organisation.

This also demonstrated one of the many ways which one organisation can benefit the LTPN development i.e., by providing meeting space and refreshments.



The site visit highlighted the impact that a low density development can have upon the surrounding road network but also the potential for an on-site presence to make a difference.

The site visits demonstrated that the organisations on-site also need to 'Catch the Vision' of a LTPN. This was a challenge across all of the sites, in particular Bages and Stockholm, but it is something that has been achieved by TRAVEL PLAN PLUS. Moreover, the achievements of project extend beyond the original consortium. The following evidence below demonstrates how LTPNs have developed in response to the support provided by the project partners and advisory committee members.



**Petra Szakonyi, Strategic Planner, Municipality of Győr, Hungary.**

The Comenius program supports exchange visits between schools in Europe to promote lifelong learning.

During the Comenius exchange between schools in Győr and Poznan (Poland), Petra Szakonyi hosted a visit to the LTPN schools and facilities. Petra and the school co-ordinators shared their experience of implementing a LTPN to create a culture of sustainable transport for educational institutions. As a result, the Comenius partners from Poznan now plan to implement the first school-centred LTPN in Poland.



**Johannes Berg, Consultant, WSP, Stockholm, Sweden.**

PIMMS transfer promotes the exchange of good practice between European regions. A key element of this is study visits. Johannes Berg, organised a study visit for mobility management professionals in Stockholm to visit the UK LTPN. They received a site visit from the Cambridgeshire team and participated in the TRAVEL PLAN PLUS Local Travel Plan Networks workshop about practical lessons in developing an area-based travel plan.

An outcome of the PIMMS transfer is that LTPNs are more widely recognised as a policy solution in the wider Stockholm area.



**Heather McInroy, Programme Director, National Business and Travel Network, UK.**

In her role as TRAVEL PLAN PLUS advisory committee member, Heather McInroy has delivered motivational workshop sessions based on her experience of developing a LTPN at Heathrow Airport. These were conducted to a group of key mobility management stakeholders in Denmark, where she was recommended as a speaker by fellow TP+ advisory committee member Jakob Hoj of Tetraplan.

As a result of her knowledge and enthusiasm for sustainable travel as an opportunity for business efficiency, LTPNs are rapidly developing in Copenhagen, Denmark.

## Policy Transfer Progress: What TRAVEL PLAN PLUS has achieved

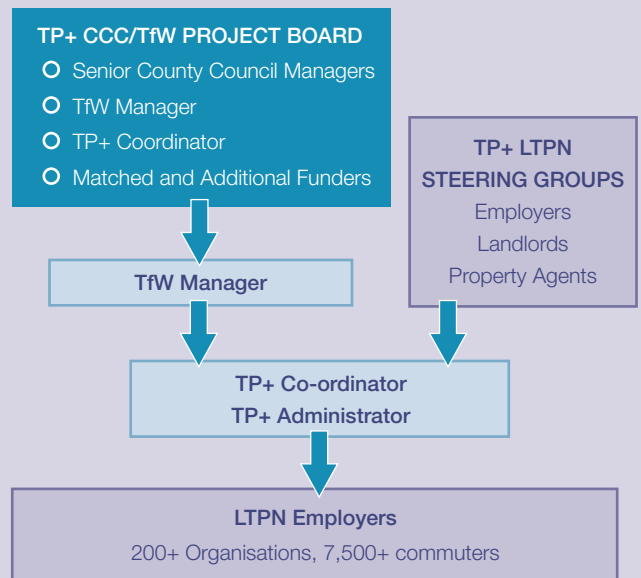
Perhaps the biggest achievement of the TRAVEL PLAN PLUS project has been in bringing together the people and personalities which now provide the structure of the TRAVEL PLAN PLUS LTPNs. These have been fundamental in identifying measures and initiatives to promote sustainable travel, to and from the LTPNs.

**Cambridgeshire's** LTPN is influenced by a project board co-ordinated by Cambridgeshire County Council (CCC), while day to day decisions are made by the steering group and the Travel for Work partnership (TfW) manager. The TRAVEL PLAN PLUS (TP+) team based at the LTPN site communicate regularly with employers and employees to build awareness of sustainable travel opportunities and to feed back to the steering group.

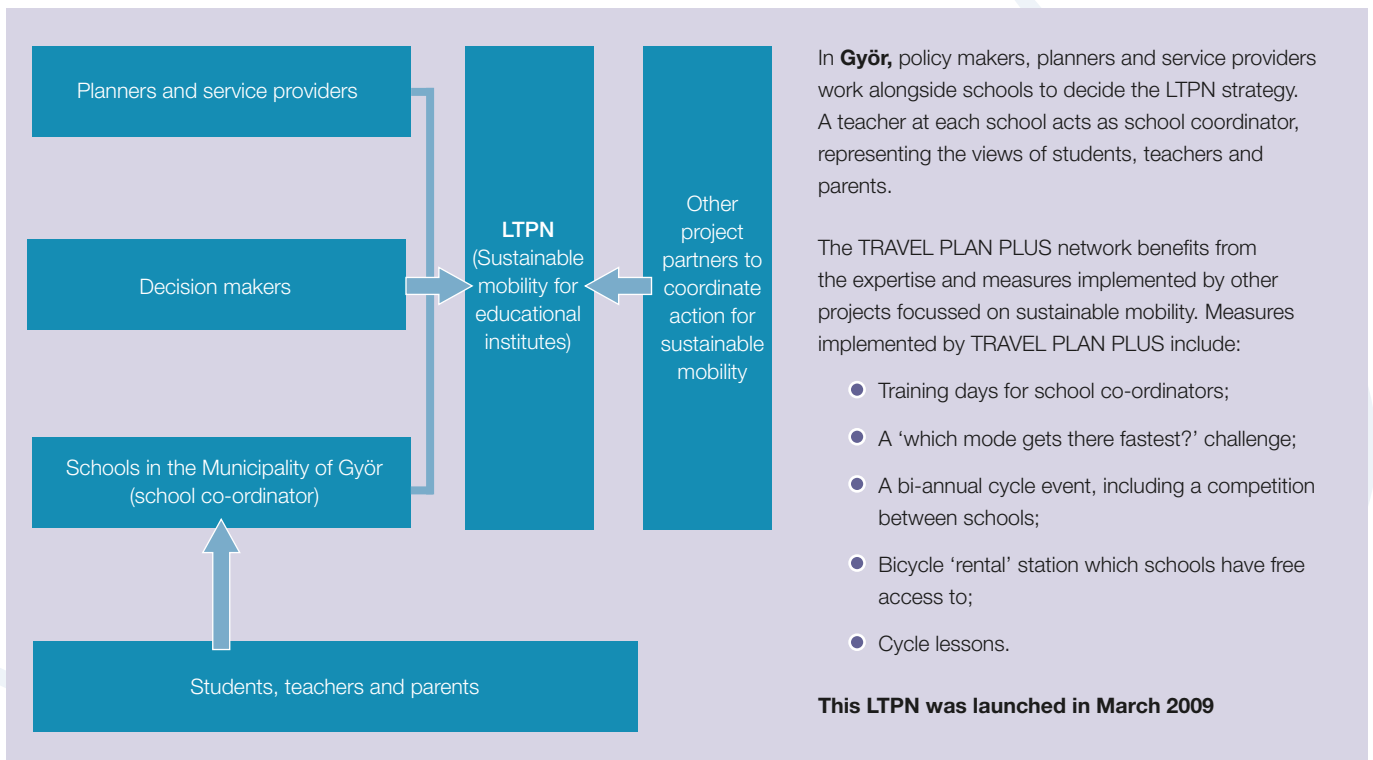
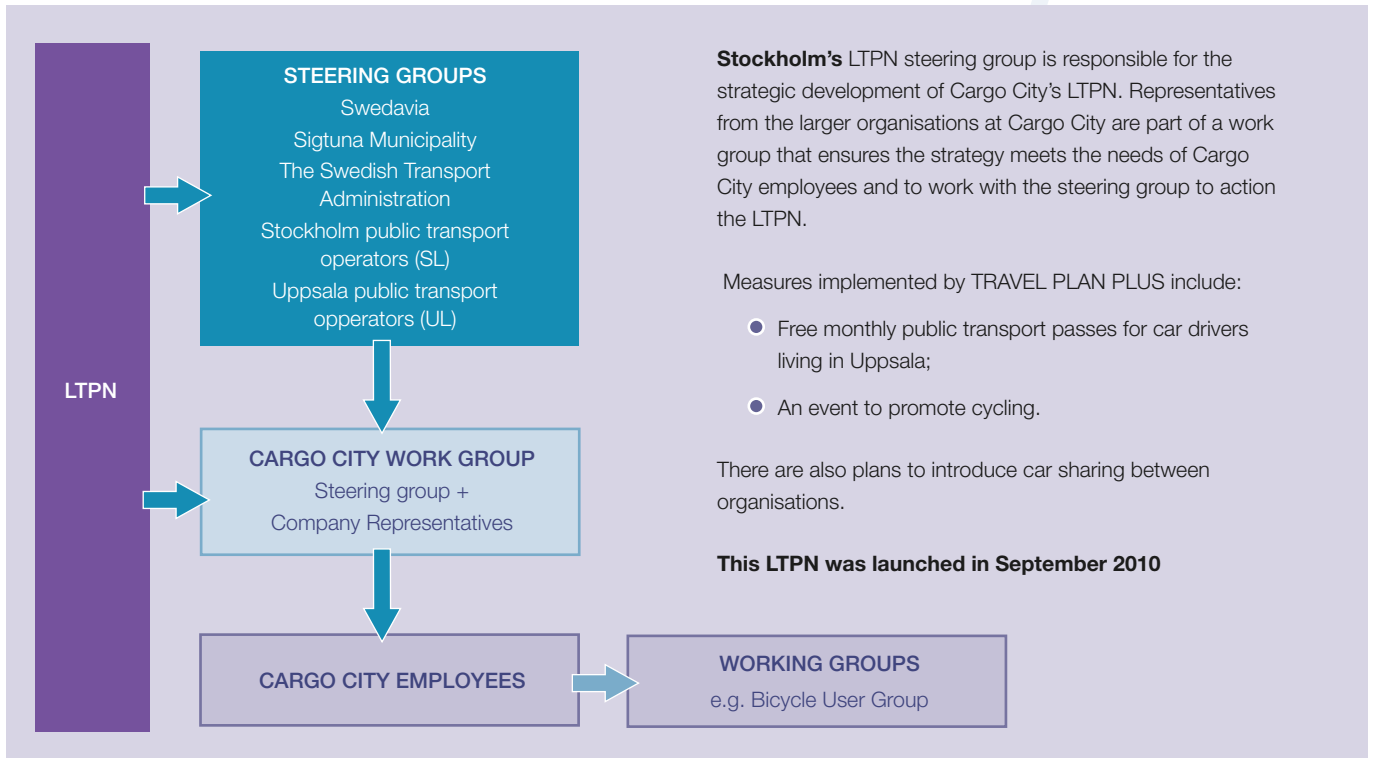
Measures implemented by TRAVEL PLAN PLUS include:

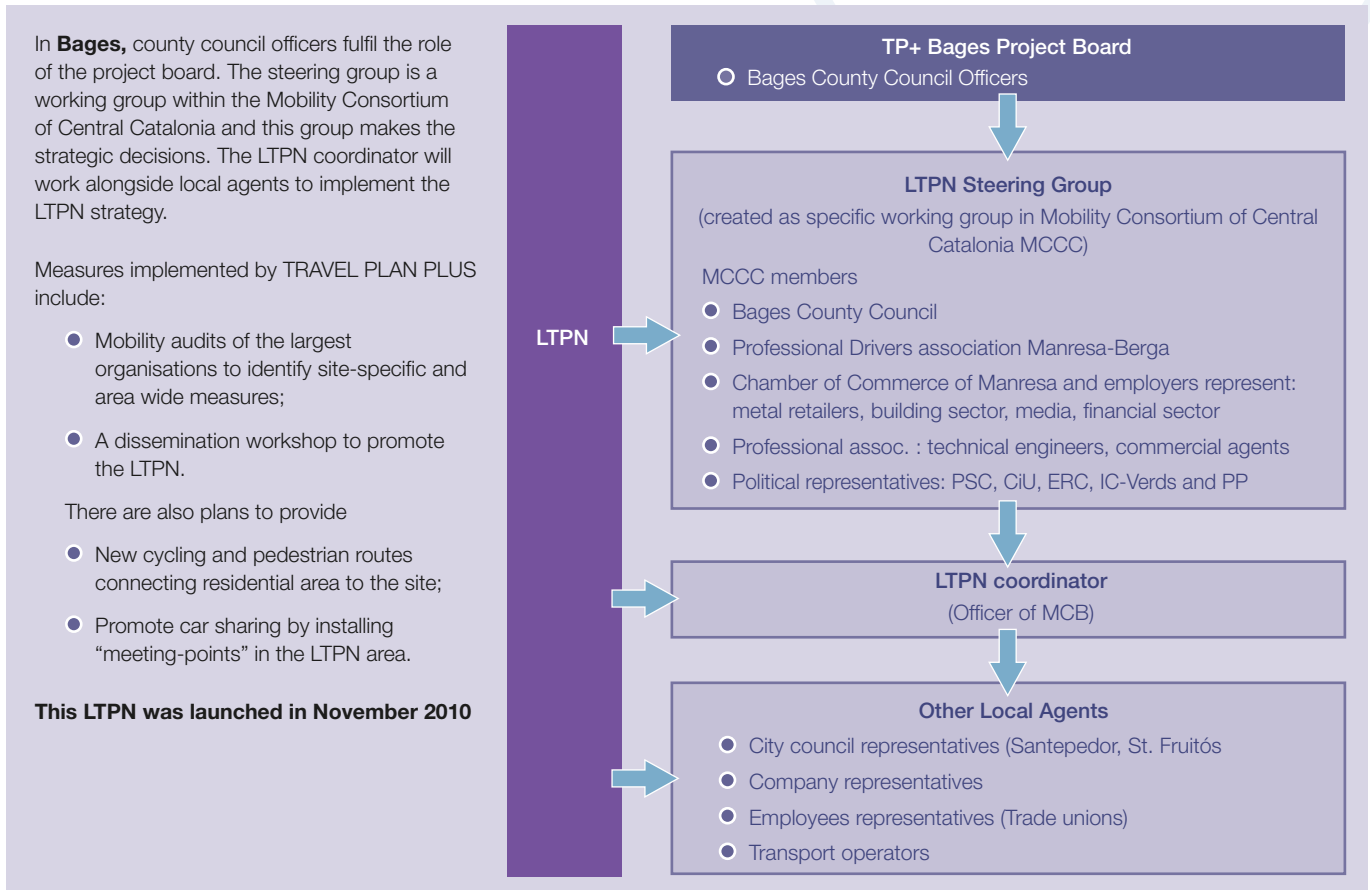
- A commuter centre based in the LTPN area;
- Commuter road shows to share information on sustainable transport;
- Electric bikes to borrow for business and commuter use;
- Bicycle maintenance and cycle classes;
- Bus maps focussed on accessing the LTPN area;
- A personalised travel planning service.

**This LTPN was launched in November 2009**









As a result of the networks there has been a growing awareness and acceptance of the LTPN concept amongst organisations and individuals. Where measures had been implemented early at least 95% of individuals were satisfied with the outputs of the LTPNs.

## The Future of LTPN Development

The four TRAVEL PLAN PLUS LTPNs will continue when the Intelligent Energy Europe funding comes to an end.

In **Cambridgeshire**, the TP+ team has secured money through the local development planning process to finance the TP+ Co-ordinator and Senior Administrator until April 2012. For the next year TRAVEL PLAN PLUS is guaranteed to continue with an on-site commuter centre, regular newsletters and events to encourage sustainable travel. During this time the team plans to align the LTPN objectives with changing government priorities and also identify new sources of funding to continue the TRAVEL PLAN PLUS LTPN. From 2013 the commuter centre will be integrated within a new Radisson Blu hotel and conference centre at the Science Park.

In **Stockholm** the emissions cap at Arlanda airport provides a compelling reason for Cargo City to maintain and develop the LTPN. This is motivating all the key stakeholders – specifically Swedavia, the

Swedish Transport Administration, public transport operators, and the LTPN companies – to continue their efforts to further benefit the region, the airport and employees at Cargo City. Possible ways to ensure this includes integrating the LTPN within the remit of the existing public transport group and extending the LTPN to involve all organisations at Arlanda Airport.

**Győr's** LTPN is already evolving; more schools have joined the network and are participating in events and receiving resources. Funding has been secured to invest in further measures identified by LTPN members and as a result the TRAVEL PLAN PLUS project will have a significant impact upon mode choice.

In **Bages** the operational and financial feasibility of the LTPN depends on quick-wins to convince the partners involved of the added-value. If the proposed measures to coordinate bus services with shift patterns are successful this should achieve buy-in from the partnership. Once

## Evaluation of Local Travel Plan Networks

A SWOT analysis is a strategic planning tool, which systematically examines internal and external influences at a process or organisational level. It is designed to assess the capability of current strategy to respond to changes in the business environment<sup>9</sup>. Based on the knowledge and experience of the consortium and advisory committee members a SWOT analysis has been applied to the LTPN concept.

LTPN STRENGTHS	LTPN WEAKNESSES
<ul style="list-style-type: none"> <li>● Provides critical mass and economies of scale;</li> <li>● Acts as an enabler for Small to Medium-sized Enterprises;</li> <li>● The defined and isolated system facilitates ease of monitoring;</li> <li>● Gives organisations a political voice and improved lobbying capability;</li> <li>● Provides effective communication channels for employees to be listened to;</li> <li>● Prepares organisations to make strategic decisions;</li> <li>● Increases the profile of the area and the organisations within it, making employees proud to be involved;</li> <li>● Reduces the burden to on individual companies, freeing up staff time;</li> <li>● Improves relationships between organisations, networking and team-working skills (including the use of public private partnership working).</li> </ul>	<ul style="list-style-type: none"> <li>● Reduced commitment from individual organisations;</li> <li>● Requires a culture shift, since currently 'saleability' of the concept is low;</li> <li>● Resource intensive and requiring upfront investment;</li> <li>● Long lead times;</li> <li>● Lack of understanding and interest;</li> <li>● Intangible outputs owing to a lack of knowledge base;</li> <li>● Personality dependent;</li> <li>● Organisations reluctant to take responsibility for the journey to work.</li> </ul>
LTPN OPPORTUNITIES	LTPN THREATS
<ul style="list-style-type: none"> <li>● Increased fuel prices as a disincentive to car use;</li> <li>● Economic change as an opportunity, e.g. the role of a LTPN during periods of both downturn and growth;</li> <li>● Reduced investment in 'harder' measures;</li> <li>● Increasing organisational empowerment;</li> <li>● Employee health and wellbeing;</li> <li>● Corporate Social Responsibility (CSR) and the environmental agenda;</li> <li>● Examples of good practice being applied on a wider scale (potential for policy transfer);</li> <li>● Avoiding risk and planning for the future;</li> <li>● Changing government agenda as an opportunity.</li> </ul>	<ul style="list-style-type: none"> <li>● The slow rate of change to existing mechanisms, which could support LTPNs, e.g. the tax regime;</li> <li>● Economic change as a threat;</li> <li>● Price of sustainable alternatives, e.g. public transport fares;</li> <li>● Lack of investment in supporting infrastructure, e.g. cycle routes;</li> <li>● Liberalism and the lack of a strong regulatory framework;</li> <li>● Inertia and aversion to change;</li> <li>● Competitions and conflict amongst providers of alternative solutions (vested interests);</li> <li>● No business case / lack of evidence;</li> <li>● Lack of education about mobility management amongst decision makers;</li> <li>● Changing government agenda as a threat.</li> </ul>

<sup>9</sup> Johnson, G. and Scholes, K., (1999) Exploring Corporate Strategy, Prentice Hall

buy-in is achieved there are public funds available to support the practical aspects of a LTPN.

**Across Europe** there is evidence that both travel plans and LTPNs are growing in popularity, for instance for a building to be classified as outstanding in the BREEAM (BRE Environmental Assessment Method) a range of sectors (e.g. National Health Service, UK) and countries (e.g. Sweden) expect the organisation to have a travel plan.

Plus, when the business case is presented, LTPNs are preferred over travel plans because the burden to individual organisations is shared and there are wider benefits to the LTPN organisations and also related service providers, such as public transport providers.

There are concerns that during the economic downturn the policy agenda would shift away from mobility management measures and this would threaten the resources to support the development and

implementation of LTPNs. However, a decrease in investment in physical infrastructure might motivate organisations to invest in LTPNs, as they do in the USA.

Timing and timelines are viewed as important in the implementation of LTPNs, and persistence can ensure that organisations are engaged at the right time for them. When the timing is right, LTPN development can be achieved over a shorter timescale.

To be most successful measures to encourage sustainable travel should be integrated within other business efficiency practices, for instance be implemented alongside human resource and recruitment improvements. One model which could be used is the business improvement district, which has been adopted as a form of LTPN used in the UK, where transport is not necessarily the core focus. Through approaches such as these, and re-packaging LTPNs in this way, LTPNs and travel plan measures will have wider appeal.

This evaluation was based on the experience of using policy transfer to implement Local Travel Plan Networks through the TRAVEL PLAN PLUS project. The aim of TRAVEL PLAN PLUS was to encourage and support the widespread adoption of Local Travel Plan Networks across the EU to create a more sustainable transport system.

Other publications in this series are:

- Local Travel Plan Networks: Recommendations for Policy Makers
- Local Travel Plan Networks: A Practical Guide to Implementation
- Local Travel Plan Networks: Results of the TRAVEL PLAN PLUS Project

**TRAVEL PLAN PLUS** comprised six partners from Hungary, the Netherlands, Spain, Sweden and the UK.

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The LTPN in the UK comprised the Cambridge Science Park the Cambridge Business Park, the St John's Innovation Centre and Cambridge Regional College. Localised congestion and congestion of the strategic road network accessing the site were key motivations.



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The LTPN in Sweden comprised a freight terminal (Cargo City) based at Arlanda Airport. The main challenge was to reduce the number of solo car journeys to and from work, this was driven by the need to reduce CO<sub>2</sub> from airport activities to meet an emissions cap.



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The LTPN in Hungary comprised a group of educational facilities. Each school was interested in environmentally friendly education and energy efficient operation and alternatives to the car were being promoted to pupils, parents and staff.



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The LTPN in Spain comprised the Santa Anna industrial area which is difficult to access without a car. Improving access for employees and customers was a major motivation for this LTPN.



For further information on TRAVEL PLAN PLUS and to sign up to the free e-learning short course: "How to create and sustain a Local Travel Plan Network", please visit the project website: **www.travelplanplus.eu**