

# Local Travel Plan Networks:



A Practical Guide to Implementation

# Local Travel Plan Networks: a new and effective way to deal with transport problems

**TRAVEL PLAN PLUS**<sup>1</sup> stands for “Travel Reduction Attainment Via Energy-efficient Localities PLANning”. The project aimed to promote energy efficiency within the EU by creating four new Local Travel Plan Networks in locations across Europe 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.”**

LTPNs can be applied at sites such as, business parks, industrial estates, city centres and for clusters of schools and residential areas. 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/user health and wellbeing.

Like travel plans, LTPNs are a move away from the traditional approach to addressing transport problems which is to seek to provide more capacity.

They are a low cost and effective solution to transport and other organisational problems in a specific area. Crucially, LTPNs deliver greater benefits for participating organisations whilst requiring less involvement than travel plans developed by individual organisations.

In summary, LTPNs are a group of organisations joining forces in order to provide shared solutions to common problems.

The first local travel plan networks were set up in North America in the 1980s, after which the idea crossed the Atlantic to the Netherlands and most recently to the UK.

## Who this guide is for

This guide is aimed at practitioners across Europe. It provides recommendations for planning, implementing, monitoring and evaluating a LTPN.

Other publications in this series are:

- Local Travel Plan Networks: Recommendations for Policy Makers
- Local Travel Plan Networks: An Evaluation of Policy Transfer

These 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.



LTPNs are a low cost and effective solution to implement greener, cleaner travel choices in a specific area.

<sup>1</sup> www.travelplanplus.eu



## Better Bankside Travel Planning Group: A form of LTPN

The Better Bankside Travel Planning Group (BBTPG) was set up in November 2005 as part of the Better Bankside Business Improvement District, a company owned and led by local businesses to provide services in addition to those offered by the local authority. Bankside is located in central London, south of the River Thames. An area of 2km by 1.5km, it includes a number of large, well established companies, as well as numerous specialist SME's, notably in the architecture, PR, media and service sectors. Better Bankside has 460 members, each paying an annual levy. The BBTPG is one of seven 'theme groups' made up of 15 or so regular members, which include representatives from the London Borough of Southwark and Transport for London. The Group oversees a number of services including:

- free cycle maintenance sessions and maintenance training,
- a regular employee travel survey,
- the development of secure cycle parking facilities,
- a walking programme,
- public transport information and lobbying activities,
- a cycle freight pilot project.



All of these activities take place under the umbrella of a 'Master Travel Plan'. The first version developed in 2006 included setting targets for increasing the proportion of commuting and business trips within London on foot and by bicycle by 2010. Data collected as part of an Employee Travel Survey in 2010-11, have shown that these targets have been met and new targets will be set for the period 2011 to 2015.



LTPNs can help to introduce measures to reduce reliance on the car and encourage use of existing measures.

# Local Travel Plan Networks: Lessons Learnt

Many of the lessons learnt from the TRAVEL PLAN PLUS project are similar across the different sites. This suggests that when implementing LTPNs, partners encountered common difficulties regardless of their geographical and political context. These were to do with the processes of getting data from the site, the creation of the network, the communication flows inside and outside the network or the organisation and funding. From these the following key lessons emerge.

## Information

In order to evaluate the potential of the LTPN it is important to use travel surveys to gather as much information as possible about the travel patterns of the employees. Surveys should include attitudinal questions on what people would be prepared to try and what measures would encourage them to make the change. If possible, the addresses of the employees should be collected and plotted on a GIS map. Adding layers with cycle routes and bus stops provides information about the number of employees that could potentially use sustainable modes of transportation for work trips.

When designing survey questionnaires ensure all the information required to plan, implement and monitor and evaluate the LTPN is collected. Having to run additional questionnaires is time consuming and may not be well received by LTPN organisations. Staff will suffer survey fatigue and lower response rates on each subsequent survey will be more likely.

## Establishing the LTPN

Relationships with key stakeholders should be established early on in the project. If promoting public transport as a key measure, representatives from public transport operators and public transport authorities should be contacted early in order to establish close cooperation.

It is crucial to involve key representatives from the member organisations in the LTPN steering group. Senior representatives have the authority to influence the organisation and their involvement in the project is necessary in order to create support for the LTPN amongst the employees. Once the organisation representatives are involved in the steering group, their expertise needs to be drawn on. They are likely to have concerns and ideas – and these should be addressed in order to give some credibility to the project.

The importance of involving the key stakeholders at an early stage serves two purposes; the first is to avoid the feeling that things are happening that they have no say in; the second is to identify quick wins that will help the partners to see the value of the LTPN.

## Communication

A communication plan is crucial as it will allow them to guide the information to suit their organisations better. It will also provide the key people with a guide as to when they will be expected to disseminate information so they are forewarned and therefore can incorporate it into their calendars.



To ensure information is passed on to employees, it is important to identify the most appropriate person in each organisation to send communications to. If relying on a representative to pass on project information, the dedication of this person to the project is vital for information flow. It is important not to over communicate. Find who is receptive to information and who wishes to be informed less frequently, and establish different distribution groups.

Issue newsletters as the project develops. Initially one newsletter, aimed at organisations, will probably be sufficient, but as the LTPN develops two different newsletters can be issued; one aimed at organisations and one aimed at individuals.

Involve the media as much as possible to promote activities.

## Organisational/Generating funding

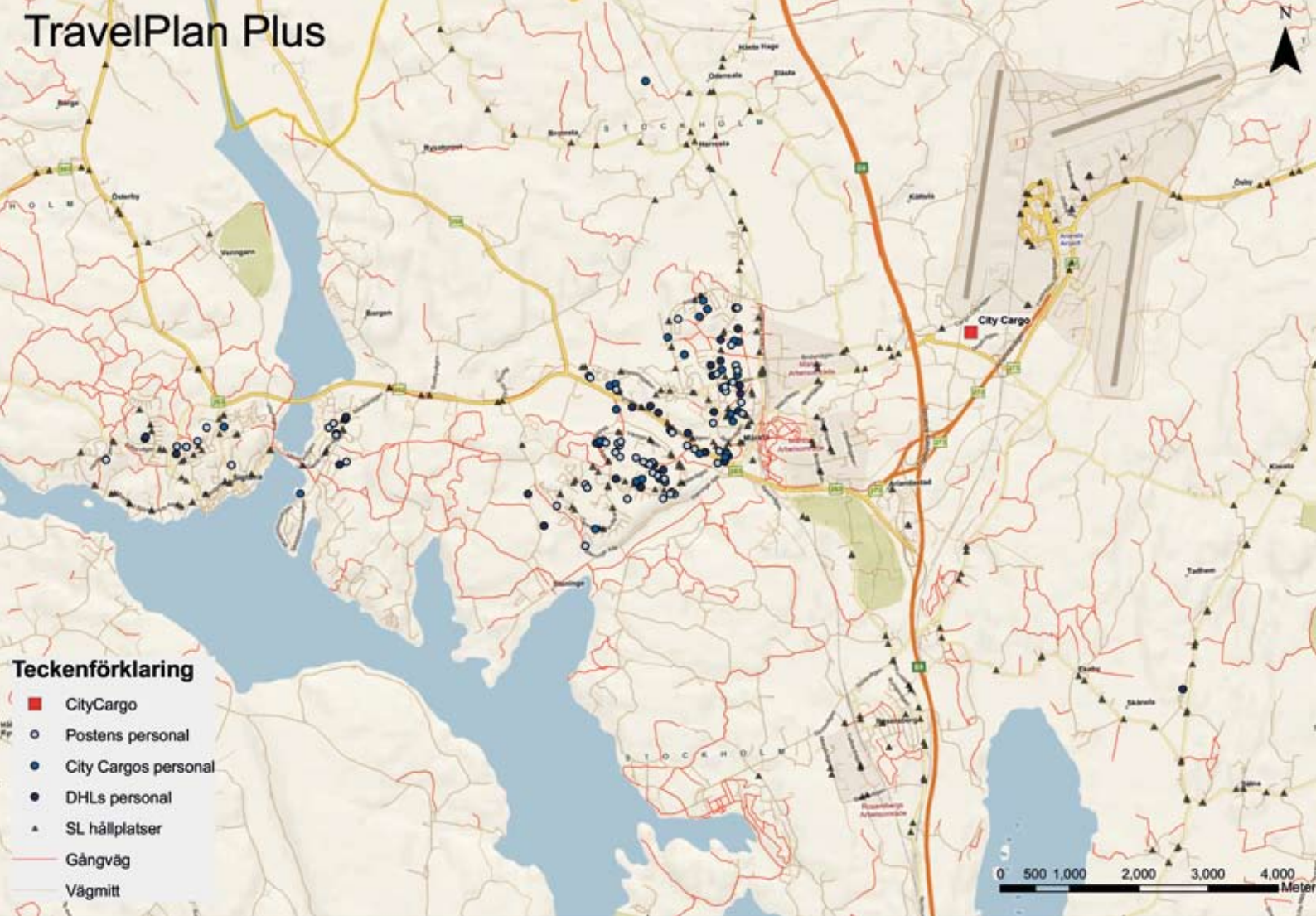
Clarify roles and responsibilities between the stakeholders involved from the beginning of the project. This is core to gain approval for the LTPN within these organisations. If the LTPN is well anchored within the participating organisations, then other factors such as changes in personnel will cause less damage to the implementation process.

If working jointly with a government department, ensure that they receive regular information about the planned timetable of the project and about the short, medium and long-term goals.

Promote the LTPN in every available forum, as other projects may have funds available that could be used to support the LTPN. Find community organisations likely to provide support especially in promotional campaigns and programmes.

A working LTPN has marketing value and this can be used to help generate additional funding.

# TravelPlan Plus



GIS map with postcodes of employees (Arlanda Airport, Stockholm, Sweden)

## Key elements for a successful LTPN by TRAVEL PLAN PLUS implementation partners



**Mark Webb**, Cambridgeshire  
Travel for Work (UK)

*"A good LTPN implementation plan is crucial. Be generous in your allocations of time to tasks at the planning stage. Remember you will establish a very valuable network of employers, employing perhaps many thousands of people. Companies in the travel market place e.g. liftshare, bus, electric car/bikes companies, will be interested in your LTPN. Use this commercial advantage to negotiate generous deals with such companies. But be careful to make sure that such engagements will help meet the aims of the LTPN."*



**Jonas Thörnqvist**, SRA (Sweden)

*"A key point for LTPN success is to involve key stakeholders for the implementation as early as possible in the process. It is also vital to clarify roles and responsibilities from the beginning of the project. If a member of the steering group is reluctant to take responsibility for their part in the project, well defined roles and responsibilities make it easier to encourage them to fulfil their commitments."*



**Petra Szakonyi**, Municipality of Győr (Hungary)

*"The most important issue is to engage stakeholders in working towards common objectives. Often municipal departments do not work together so investment and policies can work against each other not benefiting the schools, companies or society as a whole. TRAVEL PLAN PLUS has allowed for a level of coordination across departments, which has not been experienced previously and through this we have been able to deliver an effective LTPN that has benefitted schools and the wider community."*



**Victor Marcos**, Bages County Council (Spain)

*"LTPN success depends on the approach and attitude of local authorities towards sustainable transport and specifically on the level of support from local councillors. But it is also crucial to raise awareness of the private organisations at the site on the mobility problems and the opportunities for them to act. Organisations must see a win-win situation before they will introduce mobility management measures and involved themselves in LTPN activities."*

# Overview of the implementation steps

In order to successfully implement a LTPN several steps have to be taken, each with their own purpose and milestones. These steps are presented in the figure below and summarised in the following points.

## Step 1 ANALYSE THE NEEDS AND FEASIBILITY.

The first step is to identify the need for implementing a LTPN. In particular it is important to discover the opportunities and threats to the process of implementing a LTPN. It is also necessary to bring stakeholders together to determine what their expectations are. When everybody agrees on the need and the usefulness of a LTPN, there is a solid basis to go ahead. Once needs have been identified it is crucial to analyse the feasibility for implementing a LTPN. A feasibility study provides an essential input for the go or no-go decision. After all, if there is no support or the measures proposed are not realistic, the need for a LTPN should be reconsidered and if possible, modified to better suit the needs of the site in question.

## Step 2 LTPN SELECTION.

Given the specific contextual circumstances of a potential LTPN, the most appropriate type of LTPN in terms of degree of formality, inter-organisational relations and funding arrangements needs to be determined. The result should be agreed, and each stakeholder required to sign an agreement or memorandum of understanding to confirm their participation and assistance with implementation.

## Step 3 PREPARE THE LTPN.

When the different stakeholders have committed to the network (Step 1), start preparing to implement the LTPN. The objectives first need to be translated into targets and connected to specific measures and indicators to monitor progress against targets should be defined. The result is an implementation plan.

## Step 4 IMPLEMENT THE LOCAL TRAVEL PLAN NETWORK.

When the LTPN has been established, the measures can be implemented to address the network's objectives. The travel plan measures chosen for implementation will depend on local transport issues, the resources available and the size of the target-group.

## Step 5 COLLECT MONITORING DATA AND ADJUST THE LTPN.

Monitoring is the collection of input data that is required for the examination of the impact a mobility management scheme has had. Monitoring is very important. Without traffic counts and surveys of public opinion it is impossible to find out whether the applied travel plan has resulted in any changes in mobility behaviour.

## Step 6 EVALUATE THE LTPN.

The last step is the evaluation of the LTPN implementation and effects. At this step one can determine whether the travel plan network is effectively carrying out planned activities, and the extent to which it is achieving its stated objectives and anticipated results.

LTPN targets and measures should be adjusted to take account of data collection and evaluation.

The first three steps involve planning for implementation; these are explored in more detail in the next section. Step 4 relates to the following section on LTPN implementation and Steps 5 and 6 the monitoring and evaluation of the LTPN.



Implementation steps of a LTPN

# Planning the implementation

The first three steps related to planning the introduction of a LTPN are described in more detail below, with a set of recommendations related to each one.

## Step 1 – ANALYSE THE NEEDS AND FEASIBILITY

The first step is to identify needs, problems and opportunities. It is important to bring the different actors together as soon as possible. Be aware that objectives can differ between actors. An open discussion can help to clarify the different points of view:

- Discuss the intention and motivation for setting up a LTPN.
- Explain the economies of scale – i.e. networks are collectively able to achieve more than single agencies or employers when dealing with common concerns.
- Highlight the benefits of a LTPN to the involved actors, i.e. the business case.
- Identify if there is a willingness to solve the identified problems.

The aim is to provide insight into the potential of a LTPN.

Stakeholders should be involved from the beginning, as they can provide valuable local information, assistance and support and their involvement is essential for a successful project.

Securing a common understanding that a LTPN will bring clear benefits over and above individual measures is the first milestone. If there is a basis of trust between the different parties, the process can be continued.

Once the interest of the stakeholders involved in setting up a LTPN has been established, there is a need to determine whether the LTPN is suitable for implementation. Therefore the feasibility should be analysed in terms of needs, usefulness and applicability. This includes questions like:

- What are the key issues to be addressed by setting up a LTPN?
- Do the measures proposed offer solutions that address the key issues?
- Is there sufficient support to continue the project?
- Are the actors involved willing to invest resources in the project?
- How long might it take to set up the LTPN?

When the feasibility study is performed, there will be a critical 'go or no-go' moment. This might occur if the initial objectives are not quite right and need reformulating, or if there is a lack of stakeholder support. Issues such as the problem not being serious enough or the timing of the implementation being wrong can also seriously affect successful implementation of a LTPN. This should be properly considered before a 'go' decision is made.

In any case, this feasibility step should help to clarify what are the main objectives of the LTPN are, and how they should be attained.

**Milestone:** Common understanding that a LTPN benefits all and there is commitment from the stakeholders involved to continue.

## Recommendations:

- In some places the person(s) promoting the LTPN could face a lack of ecological sensibility, both at a private and administrative level, e.g. the private companies do not see themselves as having a role regarding the travel behaviour of their employees or public authorities may have priorities other than managing mobility. In these cases, the promoter must clearly show the potential LTPN benefits, in particular those related to economic and commercial factors.
- Meet with key stakeholders such as public transport companies and public transport authorities very early on in the process to establish relationships and identify opportunities.
- Be prepared for the process to take much longer than anticipated in getting off the ground. In particular, at the planning step, time will be needed to identify existing transport provision and demand at the site, so as to identify measures which are responsive to local needs and solve local problems. The LTPN planning step in Győr took six months, a whole year in Cambridge and longer in Stockholm and Bages.
- In areas with a large number of organisations, it is impossible to have efficient contact with all of them. Instead a strategy for engaging organisations should be used. One example of this is the 80:20 rule. In most cases, focusing on the largest twenty organisations at a site will equate to approximately 80% of the total employees at the site.
- During this step, it is also important to monitor the situation before the proposed measures have been put into operation (to provide a zero state analysis). Furthermore, it will be necessary to recognise and review process and practices which are not effective. In this way one can design the project to ensure it meets the needs of the users of the site.
- Agree a baseline travel behaviour survey to be used in the zero state analysis, in order to understand how people travel, and how they would be prepared to travel, before the LTPN is in place (for more information see Step 6 - collecting monitoring data and adjusting the LTPN).
- Map all home locations of staff using a GIS package – if possible use different map 'layers' showing cycle routes and bus routes/stops. Use the maps to calculate how many people could potentially walk, cycle or take the bus and train.



**Lucio Ayllon**, manager of ESMEBAGES, Bages

*“Most mobility problems at our site are beyond of control of individual employers as, for example, the improvement of public transport services. A LTPN, acting as a lobby in front of public authorities, has more chances to get specific results which can benefit the whole companies of the site.”*



**Irina Zuravlova**, Bidwells (managing agent for the Landlord), Cambridge Science Park

*“There is much congestion in the area and TP+ provides commuters with practical and pragmatic choices which would not be so readily available if TP+ were not based in the area working with employers and their staff.”*

## Site Selection Criteria

**When selecting a site, the following tips will help to increase the likelihood of successful LTPN implementation:**

- Be careful when selecting large sites. Focusing travel planning efforts on small areas of larger employment sites to disseminate sustainable travel practices can be a good approach.
- In areas where there are problems with congestion or parking, it can be easier to get political buy-in and to persuade organisations to voluntarily consider a LTPN. It is only useful to implement a LTPN if it really solves an existing problem for a group of companies or local government organisation.
- It is much easier to influence modal shift if suitable infrastructure is in place e.g. public transport routes, cycle routes, and / or safe walking routes. Therefore try to choose sites where such infrastructure already exists or else be sure they will be implemented on a short term period.
- It can be particularly helpful to form a LTPN using an existing organisation or group of businesses as a starting point, because many of the mechanisms that the group will need to adopt, such as the means for sharing resources between the member organisations, will already exist.





## Step 2 – LTPN SELECTION

It is important to realise that the structure of a LTPN network is crucial to its success. The structure will affect the relationship between participants, the level of commitment from member organisations and the availability of resources to develop and implement a travel plan.

Five potential types of LTPN structure have been identified (see table below):

1	Neighbourhood Transport Forums	 (LESS FORMAL) at the top and (MORE FORMAL) at the bottom.
2	Area Travel Plans	
3	Business Improvement Districts	
4	Transportation Management Association	
5	Local Transportation Districts	

The process of selecting a type of LTPN suitable for a particular site has to take into account the contextual circumstances, such as the primary stakeholders, the motivations for group formation, the perceived scope and scale of the problem and the organisational environments, along with geographic, political, and institutional factors as being key.

More formal LTPNs tend to require higher levels of commitment/ investment, but can have more impact. Hence, in order to select the appropriate type the reasons, objectives and benefits of the project for the stakeholders involved will need to be clearly defined. Objectives should be aligned with the finding of the zero state analysis and GIS mapping.

At this stage the following actions should thus be taken:

- define the type of LTPN;
- generate ideas for measures;
- work out the project details (outlines, approach, deadlines, finance, which stakeholders are responsible for what);

A document should be created summarising the findings of the above actions, and should be signed by all stakeholders to demonstrate ongoing commitment to the work, as it is only with their support that the work will progress and be implemented. The written document could be a loose 'memorandum of understanding', a covenant, or even a formal contract, depending upon circumstances.

### Types of Local Travel Plan Network

	Neighbourhood Transport Forums (NTFs)	Area Travel Plans (ATPs)	Business Improvement Districts (BIDs)	Transportation Management Associations (TMAs)	Local Transportation Districts (LTDs)
Definition	Informal networks in a loosely defined neighbourhood	Local areas developed for specific uses	Local Authority-business partnership to invest within a defined area	Private, non-profit, member-controlled organisations for defined area	Companies in defined area legally required to develop travel plans
Network structure	Organisations all equal	Leading organisation and members	Coordinating organisation created	Coordinating organisation created	Led by Local Authority coordinating organisation
Transport only issue?	Yes	Yes	No	Yes	Yes
Role of local authority (voluntary travel plan)	Support	Support	Initiator and facilitator	Support	N/A
Funding	Ad hoc grants, scheme basis	Ad hoc grants, rent	Business levy	Ad hoc	Local authority funded
Examples	Lenton Lane, Nottingham (UK) Temple Quay, Bristol (UK)	Stansted Airport (UK) Goudse Port Business Park (NL)	Better Bankside – central London (UK)	Amsterdam Schiphol Airport (NL) Atlanta (US)	Montgomery County, Maryland (US)

## Transportation Management Associations: A Type of LTPN

The typical TMA is a non-profit, member-based organisation located in a suburban or downtown employment centre in a region or state with strong policy commitments to reducing air pollution or managing traffic congestion. While often motivated by local or state regulation, the formation of a TMA is more often initiated by the employers or employer associations (e.g. chambers of commerce). Government agencies play a supportive, though not usually a driving role in formation and maintenance. Individual employers in the area pay annual membership dues for the services provided (ranging from €400 to over €8,000). The TMA may receive some public subsidy, particularly for start-up costs. The number of members can range from under 20 to over 75, and they are mostly focused on employment sites covering an area with 20,000-50,000 employees, though sizes vary greatly. Some TMAs may also cover residential areas (rare) and universities. There are typically 1-3 staff members.

TMAs focus on service delivery to member employers, either working through an employee transportation coordinator (ETC) at each employer or directly with employees. At a minimum, a TMA develops and provides site-specific and general promotional materials and events (e.g. transportation fairs). Other common services include transit pass sales, guaranteed ride home, and site-specific vanpool and carpool matching. In areas with regulations requiring transportation demand management programmes, the TMA may help employers with regulatory compliance by conducting employee commute surveys and developing the site's required trip reduction plan. At larger sites, the TMA may manage parking (including bicycle parking and preferential parking for carpools) or operate a shuttle service to nearby rail transit station(s). The TMA also provides policy leadership by representing the employers' interests with city, regional, and state agencies.



Website of the Hudson Transportation Management Association (New Jersey, USA)

**Milestone:** Signed agreement from the actors involved.

### Recommendations:

- LTPNs are harder to co-ordinate than ordinary travel plans, but once up and running can be much more effective. Getting a group together is relatively easy but encouraging participation and achieving company buy-in is more difficult. It is important to establish a workable structure and partnership agreement that gives everyone something they want. If this can be done then organisations are much more likely to contribute resources and energy to the LTPN.

### Step 3 – PREPARE THE LTPN

When the different stakeholders have signed the agreement (Step 2), preparations for implementing the LTPN can start. The objectives first need to be translated into targets and connected to specific measures. The result is an implementation plan. It should be noticed that these plans are dynamic documents, which should not be “set in stone”; they need to be flexible enough to change over time in the light of changes on the ground.

This step also needs to include decisions on how and when data collection will be carried out for monitoring purposes (see Step 6), ensuring that the zero state analysis (Step 1) includes baseline information to assess progress against targets.

An implementation plan includes the following aspects:

- Site-specific objectives and targets
- Proposed measures
- Responsibilities
- Potential risks/threats and proposed mitigation
- Milestones
- Dissemination activities and communications plan
- Finance arrangements
- Monitoring and evaluation methodology

**Milestone:** Detailed implementation plan

### Recommendations:

- Reconciling objectives with realistic targets will improve LTPN robustness, and will ensure that measures are sufficient to achieve the targets.
- Listen to the concerns of stakeholders. Try to deal with these as they arise to give credibility to the project. Responding to issues may also provide 'quick wins' which can demonstrate that the project can achieve things for commuters and employers. This is useful early publicity and will provide the project with much credibility early in the process.
- Travel plans for individual organisations can help ensure that the site-specific issues are dealt with. Otherwise there is a danger that such issues can be brought to the LTPN, which can waste time. This will allow the LTPN to concentrate on the larger, area-based issues that are too big to be considered in the site-specific plans.
- While planning the project one should decide how often data collection should take place (each year, each month or each week?).
- Map all home locations of staff using a GIS software package. If possible use different map 'layers' showing cycle routes and bus routes/stops. Use the mapping to calculate how many people could potentially walk, cycle or take the bus and train.
- Prioritise projects based on the feasibility and the willingness and interest of LTPN stakeholders. Do not start with too many projects – keep it manageable. Do not try to do too much too soon – it is much better to deliver on time.

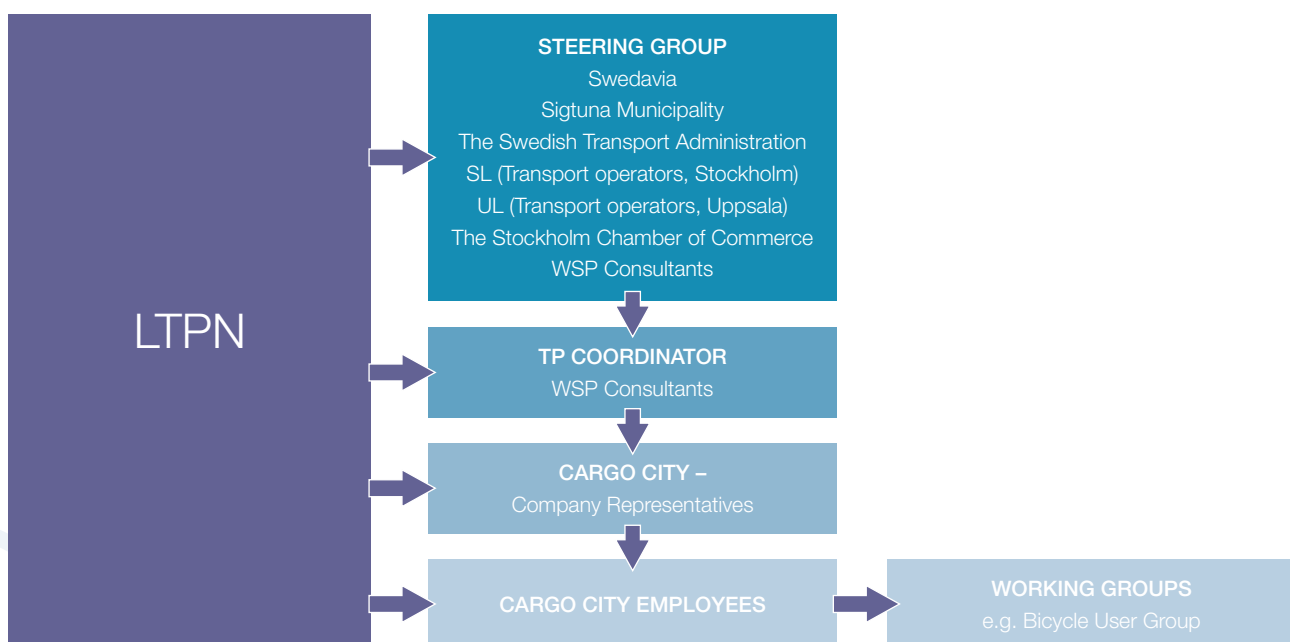


Diagram of a typical LTPN organisational structure (Arlanda Airport LTPN, Sweden)

# Implementing a Local Travel Plan Network

Once the planning step is complete, the next step is the implementation of the LTPN.

## Step 4 – IMPLEMENT THE LOCAL TRAVEL PLAN NETWORK

When the LTPN has been established, travel plan measures can be implemented to meet the objectives. The measures implemented will depend on transport issues in the area, the resources available, and the size of the target-group. At this stage, one should also consider initiatives and funding opportunities that are available through Government agencies. It is important to ensure that there are sufficient resources for the travel plan measures to be implemented properly.

The component elements of a LTPN can be diverse. While all LTPNs involve communicating the sustainable travel concept to organisations and individuals, implementation can also involve identification of funds for physical measures such as, infrastructure for public transport or influencing local legislation to support sustainable travel.

When preparing a package of measures care should be taken to recognise that the preparation and implementation times of individual measures may differ. Once available, measures should be marketed to organisations and individuals, an ideal opportunity is the LTPN launch but if appropriate marketing should continue beyond this initial period.

**Milestone:** The implementation of the travel plan measures.

### Recommendations:

- Lack of leadership and support will prevent the LTPN being developed and delivered successfully. Member organisations are not always keen to undertake LTPN core activities alone as they will have other demands on their time and resources. The work therefore maybe needs to be externally led and support provided to the organisations throughout the implementation period. An onsite presence is particularly effective.
- Put in place a team 'on the ground' to help maintain regular contact with site companies and organisations. Initially find key senior people in each company to send communications to and ensure they pass on to employees as appropriate. Develop an e-list for ease of communication.
- Use the media. Issue press releases for every event or milestone. Take photographs when possible to use in press releases. Use established press offices if available, e.g. through the local authority. Reporting back outputs and outcomes to stakeholders from investment in measures, infrastructure and services which support sustainable alternatives is essential to receiving long-term credibility, as is sharing the news with the wider community through press coverage at important milestones.
- Try to generate additional funding for the LTPN.



**Ed Turner**, Managing Partner of Taylor Vinters Solicitors, Cambridge

“We are in competition with other firms to find the best new talent in the lawyer market. Having pro-active travel to work policies helps us be an attractive employer of choice. Having TRAVEL PLAN PLUS expertise is invaluable in making our travel initiatives relevant and successful.”



**M. Angels Crusellas**, Manager of Mobility Consortium of Central Catalonia, Bages

“We must not forget the social component of the measures implemented by LTPNs. They can provide a travel option to access the site for all those potential employees who don't have a car.”

## Some ideas on how to generate additional funding for a LTPN



Cycle to school campaign (Győr, Hungary)

### Property managers/landlords:

A good LTPN is a commercial benefit to property managers - but they may not understand this. Make sure they know! Use this to encourage them to help fund the travel plan; provide accommodation; re-designate parking spaces for lift sharers.

**Employers:** Organisations will often provide in-kind support like meeting rooms and refreshments. Recognises employer contribution by providing good publicity, this will keep them 'on side' and enthusiastic.

**Other projects:** Promote the LTPN in every available forum as many other projects will have funds that could be used in the LTPN.

### Represent the LTPN on national forums

for both policy and organisational issues and promote the LTPN at these events. Many people will be interested and will share ideas and assistance.

### Commercial Potential of LTPNs:

Be aware that a LTPN will establish a very valuable network of a large number of people. Companies in the smarter travel market place e.g. lift share companies, bus companies, electric car/bikes or from other sectors, like insurance, banking or retailers should be interested in the LTPN. Use this commercial potential to negotiate deals with such companies, taking into account that such engagements need to be consistent with the aims of the LTPN.

## Monitoring and Evaluation of Local Travel Plan Networks

Monitoring and evaluation are often considered to be the same, but although both activities are closely related they imply different things. Monitoring involves measuring and describing what has happened, while evaluation involves making a deeper analysis of this change and it is important not only to ensure that the LTPN is performing properly but also to inspire other sites to implement LTPNs.

Many mobility management projects are not properly monitored and evaluated. To show that LTPNs really provide results, documentation of important events/ achievements should be carried out continuously throughout the project.

### Step 5 – COLLECT MONITORING DATA AND ADJUST THE LTPN

The data collection method used is dependent on the indicators and targets set. One can use quantitative and qualitative methods to provide different types of information. Quantitative data collection includes questionnaires, telephone surveys or short interviews, which are carried out to allow for statistical analysis of results. One type of quantitative study is a travel behaviour survey, used to describe travel patterns for a group of people (modal split). Meanwhile, qualitative methods are often used to acquire a deeper understanding of an occurrence through the use of focus groups and in-depth interviews; qualitative data is analysed thematically.

Monitoring is necessary to identify progress made and review the measures implemented; this information is then used to maintain stakeholder awareness of the current status of the work. Monitoring allows identification of user behaviour, costs efficiency and helps to see where adjustments to the work are necessary (back to Step 4). Should the chosen programme of work not be functioning as expected,

checks will need to be carried out to identify whether the measures implemented are the correct ones, whether they contribute to the targets set, and whether additional measures are needed. The evaluation (see step 7) also provides necessary input into this review process.

In order to estimate the cost-efficiency of various measures, it may be a good idea also to document and monitor costs for the different measures and services.

**Milestone:** Collected monitoring data

### Recommendations:

- Carrying out a second survey similar to the one carried out in the zero state analysis, once the LTPN is in place, will allow the degree of achievement of targets set to be measured. It is important that baseline and monitoring survey questions are consistent to ensure that data sets are comparable and therefore progress can be measured.
- Ensure that organisations and individuals responding to the surveys have sufficient opportunity to comment on implemented measures and share suggestions and concerns.
- Present the results of the zero state analysis and monitoring surveys to stakeholders as soon as possible, to ensure they can see that the data is being used and what the results will be used for.
- Written documentation of each step of the LTPN implementation process can assist in monitoring and evaluating the process for planning and implementing a LTPN. One way of doing this is a lessons learnt log.

## Step 6 – EVALUATE THE LTPN

The last step in the process is the evaluation of the LTPN implementation and effects. The SUMO<sup>2</sup> approach is seen as being the standard method for evaluating mobility projects across Europe, in which human behaviour forms a key aspect. Using SUMO, helps LTPN sites to:

- compare the results with the targets set;
- compare the results with similar projects;
- learn from results.

Evaluation involves an analysis of the collected data.

During the monitoring step (behavioural) changes for each organisation and individual in the LTPN area are measured and reported.

Within the evaluation step these results are compared to the baseline information. For this, one has to carry out a pre study (0' measurement or zero-state analysis), followed by one or more post studies (1' measurement). These post studies should be carried out at regular intervals allowing improvements to be made to the LTPN in the intervening periods.

This process of monitoring changes in modal split or motorised vehicle mileage, and subsequent evaluation of results provides conclusions concerning cause and effect.

**Milestone:** Evaluation report

## Recommendations:

- The project effects should be discernable from other changes in site circumstances. It is therefore important to measure and describe any external factors that might have influenced the aspects under investigation.
- By using uniform data collection methods – for example, as described in SUMO – one can estimate the effects of specific measures at the different levels and over time create a system to collect this experience.
- Within the evaluation it is important to keep in mind that changing attitudes and human behaviour takes time; results are often not achieved in a short period of time.



**Carol-Ann Cooper, Cambridge Silicon Radio, Cambridge**

*"I think the TP+ project has been very successful and provides a focus for organisations in the area to both feedback the business community's travel needs and to source extremely useful information on local travel options and initiatives."*



Users of the free electric bikes pool scheme in Cambridge



LTPN launch meeting in Bages

<sup>2</sup> Hyllenius, P., Ljungberg, C., and Smidfelt Rosqvist, L. (2004) SUMO: System for Evaluation of Mobility Projects [www.eltis.org/docs/SUMO\\_eng\\_01.pdf](http://www.eltis.org/docs/SUMO_eng_01.pdf)

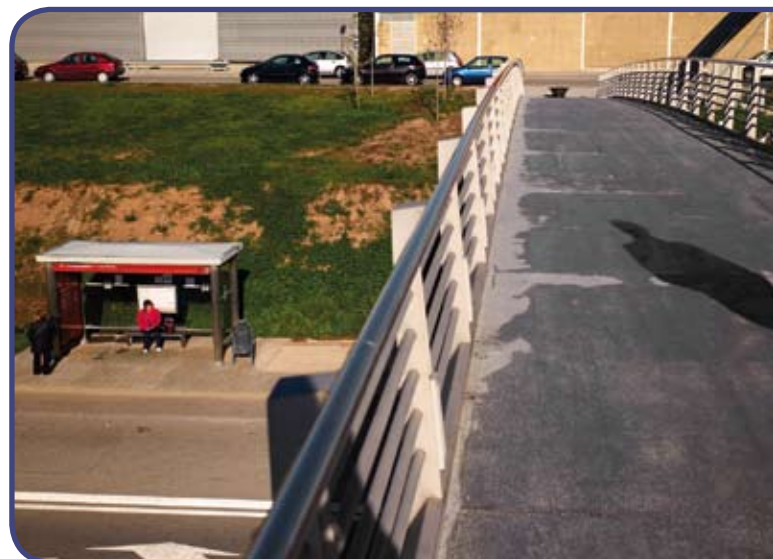
## Key Recommendations and Conclusions

The TRAVEL PLAN PLUS sites are all different, with different challenges, objectives and measures. Overall, the results of the LTPN implementation at these sites have produced some interesting conclusions:

- LTPNs can be motivated by several targets; a reduction in energy use is only one potential driver for the work. In order to be successful, a clear cause (“sense of urgency”) must be established, i.e. problems with accessibility of the location (Cambridge, Bages, Győr), emission targets (Stockholm), road safety, or building permits. Less urgent problems, such as congestion or lack of parking places, may also be a good reason to start regional cooperation – but this requires efforts in convincing others to cooperate.
- LTPNs need to consider the local context and objectives of each stakeholder when selecting and customising measures. It is not simply about encouraging organisations to promote public transport or to try carpooling. In this way the measures chosen are always embedded in a broader objective and are suitable for the site.
- The TRAVEL PLAN PLUS sites are all gaining momentum following a slower than anticipated start. The involvement of regional and / or local authorities seems to be a pre-requisite for the quick setting-up of LTPNs. As illustrated by the demonstrations in Győr and Cambridgeshire, authorities can fulfil different roles in a LTPN, specifically they can:
  - participate in the project or initiate it;
  - communicate reasons and results in order to gain commitment;
  - provide financial support (start-up and follow-up); and
  - initiate measures.
- Although authorities can require partner take-up of the work, it is often better to encourage the partners to buy-in to the concept because of the perceived benefits, rather than being forced. LTPNs are about cooperation and creating a win-win situation for the stakeholders involved through changed travel behaviour. This not only includes socio-economic benefits for society as a whole (energy-use, congestion, emissions, safety), but also direct benefits for participants: improved accessibility, lower transport costs, reduced costs for sick leave (health improvements) and improved company image.
- The demonstrations in Bages and Stockholm show that benefits are not always recognised by the companies involved. Company contacts need to be convinced of the business case for the work, through best practice and direct communication. Involving external experts can help convince the companies, for example, through employers’ associations or Chambers of Commerce who can be trusted by the companies.



Cycling demonstration day in Győr



Bus stop nearby the industrial site in Bages

These practical recommendations are based on the findings of the TRAVEL PLAN PLUS project. The aim of TRAVEL PLAN PLUS is 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: An Evaluation of Policy Transfer
- 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**