
Experiences of Travel Behaviour Change Programmes in Workplaces

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1 Introduction

This paper considers travel behaviour change programmes, with a focus on workplace travel planning, that have been implemented with the aim of influencing how people travel and sometimes where and when. These have been implemented at local, regional and national levels as well as for major events and have had varying degrees of success. Consideration is given to the methodologies; any similarities between programmes; what can be achieved and the lessons learned.

2 Background

2.1 Why consider travel behaviour change programmes?

Travel behaviour change programmes have been and continue to be implemented across the UK and Ireland. Evaluation of some of these programmes has been undertaken and this paper aims to outline a selection of programmes that have been implemented and any associated evaluation of these programmes. The paper also considers our experiences of working on some of the programmes, where formal evaluation is not available, including the ongoing Edinburgh Workplace Travel Planning programme which is part of the Smarter Choices, Smarter Places programme, 2015/16 and will formally report in June 2016. It is intended to offer some insights that may help with the design and delivery of future programmes.

3 Programmes considered

The following programmes have been considered:

3.1 *Smarter choices: changing the way we travel*

The Smarter choices: changing the way we travel report, 2005 examined the impact of 'soft' measures i.e. those measures that were aimed at influencing behaviour change, using evidence from the UK and abroad, case study interviews and the experiences of stakeholders. Measures included both workplace and school travel planning.

3.2 Sustainable Travel Towns

Over five years between 2004 and 2009, pilot programmes in the Sustainable Travel Towns of Darlington, Peterborough and Worcester were implemented to test out smarter choices theories. The provision of travel planning support to organisations was a key part of the programmes and this was aimed at encouraging more people to travel actively and sustainably for work purposes.

3.3 Smarter Choices, Smarter Places programme, 2008-2012

The Scottish Government's Smarter Choices, Smarter Places programme, 2008-2012 enabled seven local authorities in Scotland to undertake pilot Smarter Choices, Smarter Places programmes: Dumfries, Dundee, Kirkintilloch and Lenzie (East Dunbartonshire), Barrhead (East Renfrewshire), Larbert and Stenhousemuir (Falkirk), East End Glasgow, and Kirkwall (Orkney). The projects involved behaviour change measures to complement infrastructure improvements with the aim of increasing levels of active/sustainable travel and reducing single occupancy car use.

3.4 Smarter Travel Workplaces (Ireland)

The Smarter Travel Workplaces programme led by the National Transport Authority (Ireland) has been in place since 2009 and has a specific programme for colleges and universities called Smarter Travel Campus. The programme targets the top 100 organisations in Ireland and provides them with tailored travel planning support with the aim of reducing single occupancy car travel by their employees.

3.5 Smarter Travel Sutton

This was a three year programme from 2006-2009 which was aimed at encouraging Sutton residents to switch to walking, cycling or public transport for some of their trips and at reducing congestion and delays across the London Borough of Sutton.

3.6 London 2012 Travel Demand Management

The London 2012 Olympics implemented a Travel Demand Management (TDM) programme which was designed to influence the travel behaviour of businesses (and their employees), spectators and regular travellers. The aim was to mitigate the high levels of forecast demand that would have resulted in unacceptable queuing on roads and public transport during the Games.

3.7 Glasgow 2014 Travel Demand Management

The Glasgow 2014 Commonwealth Games similarly implemented a Travel Demand Management programme which was designed to influence the travel behaviour of businesses (and their employees), spectators and regular travellers in order to keep Glasgow moving during the Games.

3.8 Smarter Travel Areas (Ireland)

The Smarter Travel Areas programme in Ireland is implementing a range of sustainable travel measures which are aimed at achieving a modal shift from private car to sustainable travel modes such as walking and cycling. Three demonstration towns of different sizes were selected – Limerick, Dungarvan and Westport. A package of both infrastructural and behavioural change measures is being delivered in each of these areas between 2012 and 2016. Workplace and school travel planning form part of the behaviour change programmes.

3.9 Smarter Choices, Smarter Places programme, 2015/16

In 2015/16 Smarter Choices, Smarter Places (SCSP) funding was again made available to Scottish local authorities to enable them to promote behaviour change measures. This paper refers to the City of Edinburgh Councils' Workplace Travel Planning (WTP) programme and, while some of this work is ongoing, including the final evaluation of the programme, this paper will outline initial experiences of working on it. The Edinburgh programme has been implemented using the On Foot, By Bike promotional campaign which has helped to raise awareness of the active travel routes available for people to travel more actively/sustainably for work-related journeys, as well as leisure journeys.

3.10 CHUMS (Changing Habits through Urban Mobility Solutions)

CHUMS is a European Project in which SEStran is involved and which is funded partly through the Intelligent Energy Europe (IEE) Programme. The project seeks to address the energy challenge of low car occupancy and the (approximately) 50% of journeys in cities that cannot be accommodated by conventional public transport modes. The aim of the project is to apply a composite CHUMS behavioural change strategy, developed by the consortium and to transfer the proven methods to the rest of Europe. In Edinburgh, the focus is on the workplaces at Edinburgh Park where Personal Travel Planning and Tripsharing/Car Sharing (www.TripshareEdinburgh.com) are being promoted to workplaces in tandem with City of Edinburgh Council's Smarter Choices, Smarter Places programme.

4 Methodologies

This section considers the methodologies used when implementing the programmes. Generally, they aim to progress from raising awareness to achieving sustained travel behaviour change as shown in Figure 1.

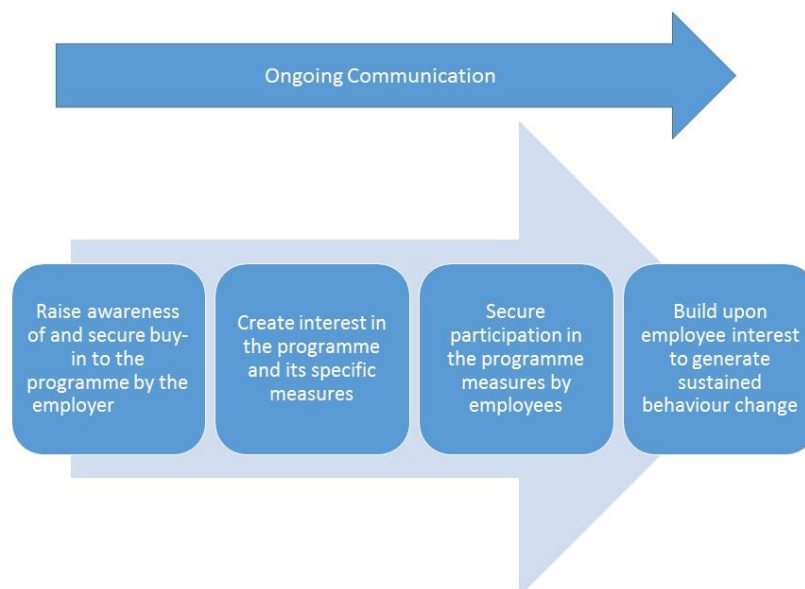


Figure 1: Steps to Behaviour Change

4.1 Similarities

The following similarities can be seen in the identified programmes.

4.1.1 Use of a Branded Travel Awareness Campaign

The programmes have used an overarching travel awareness campaign to build awareness, interest and action as a result of the travel behaviour change programmes. In Edinburgh, the On Foot, By Bike (OFBB) campaign has been used to build awareness of the projects which complement each other in the SCSP programme. Two campaigns involving multiple platforms, such as digital, outdoor (temporary route-specific promotional signage placed at route access points) and print media, were planned at strategic points in the year. The first, from September to November 2015, was launched as the engagement programme with workplaces begun. The second, during March 2016, was planned to coincide with Easter and the beginning of spring, when people are likely to wish to spend more time outdoors.

The campaign aimed to: firstly increase public awareness of OFBB, and secondly, to raise awareness of the information which is available on the Council's walking and cycling pages, which is designed to support people in choosing to travel actively/sustainably.

As well as raise awareness, the City of Edinburgh Council has been able to gain insights about awareness and perceptions of OFBB; the QuietRoutes network and infrastructure, and the walking and cycling pages through the campaign. These insights are invaluable to the Council, to continue to develop services which meet people's needs.

The projects within the Smarter Choices, Smarter Places 2008-12 programme used branded campaigns and it was found that awareness in most of the pilot areas in the 2012 household survey was good, with more than 50% of respondents in Barrhead, Dumfries, Kirkwall and Larbert/Stenhousemuir having heard of the local SCSP brands. The majority of respondents in all areas also had an accurate picture of what their locally branded campaign was about.

For Glasgow 2014, the Get Ready Glasgow brand was used to denote the official source of information for businesses, including through a website, newsletters, handbook, presentations etc. In the lead up to Games, a specific communications campaign was implemented for the duration of the campaign that was aimed at spectators and regular travellers as well as businesses.

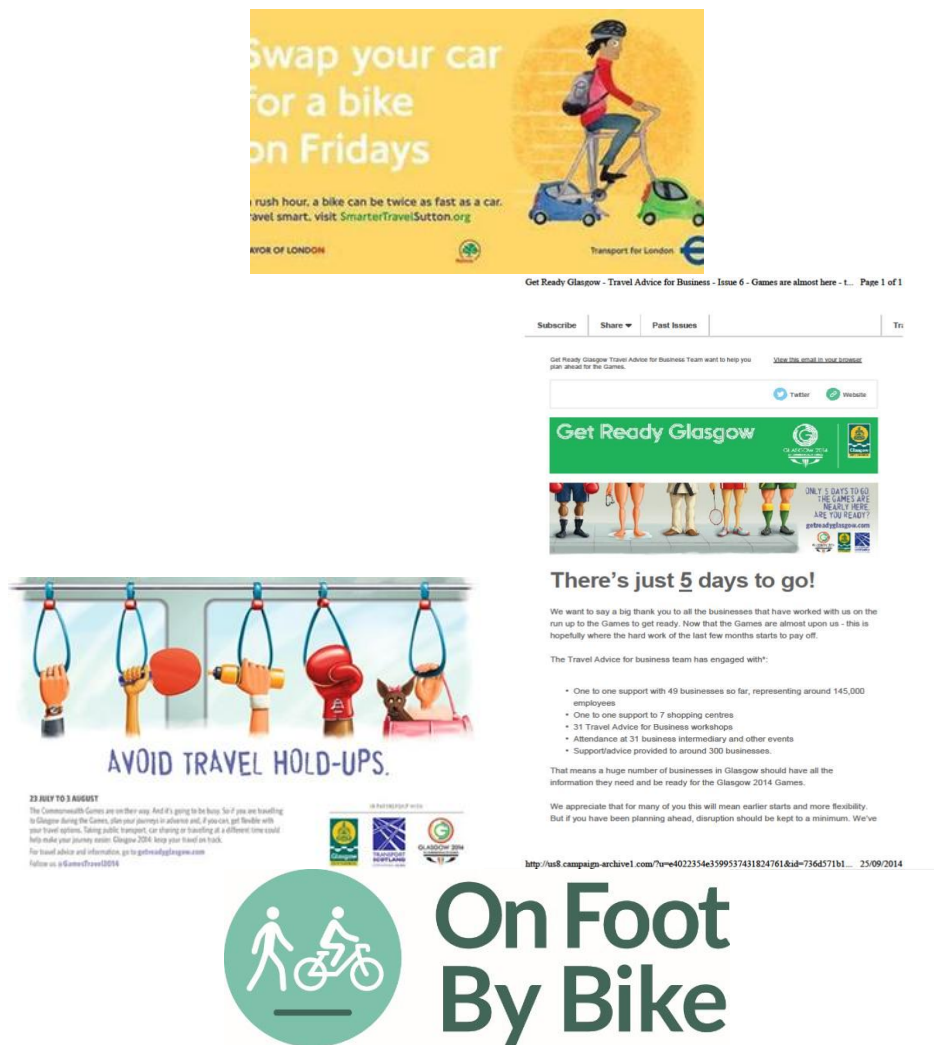


Figure 2: Examples of Travel Awareness Campaigns

4.1.2 Identification of Target Groups

Identifying and targeting audiences was seen as important in all of the programmes. Target groups could refer to staff, local residents, businesses etc. A variety of communications channels were used to target these audiences. For example, London 2012 and Glasgow 2014 communicated through working with business groups. At London 2012, 150 business groups agreed to support the Travel Demand Management (TDM) programme representing over 200,000 businesses.

The Edinburgh Workplace Travel Planning (WTP) programme identified large employers that were located along selected active travel corridors, so as to optimise the opportunity for employees to use the new infrastructure that had recently been implemented, and thereby optimise the potential for behaviour change. The employers were selected based on their proximity to the active travel routes and if they had more than 200 employees. Large retail parks were also included which, although organisations based there had fewer employees, in total provided great potential for modal shift. Approaching the largest employers ensured access to a large population who are likely live and work in Edinburgh.

The map in Figure 3 shows the initial assessment of employers in the area. The organisations that were approached to participate evolved through the programme as a result of engagement with various stakeholders, project partners and organisations within the private and public sectors.

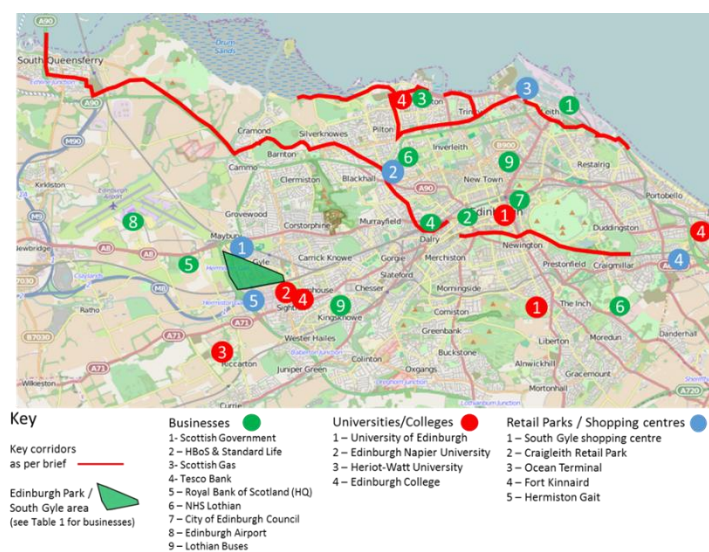


Figure 3: Employers located near Active Travel Routes

For the Glasgow 2014 Commonwealth Games, organisations were targeted based on their proximity to the Games Route Network; venues and other events such as road races; their size and the type of business operation. The aim again was to target those businesses with the greatest need to change their behaviour to maintain their operations while targeting large businesses which offered the potential to achieve behaviour change by more employees. Business Intermediaries such as the Glasgow Chamber of Commerce and the Federation of Small Businesses were contacted to reach a wider audience of small-medium sized companies.

The Smarter Travel Workplaces programme targeted the top 100 organisations in Ireland and promoted their involvement in the programme. The programme also worked with business associations to enlist organisations. The organisations that sign up to the programme are called Partners, thus encouraging membership of the programme and continued involvement in it.

4.1.3 Identification of the Measures

Identification of the key measures to be offered to the target audiences is important at the start of the programme. The CHUMS project is aimed at encouraging more people to Tripshare/car share (or car pool) and as a result, three measures were identified as shown in Figure 4 below.

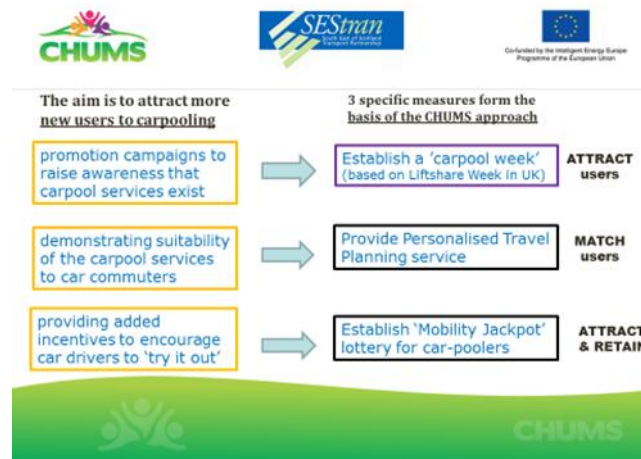


Figure 4: CHUMS measures

The Smarter Travel Workplaces programme produced a leaflet for employers that set out the measures available to them and the benefits of being involved, including:

- Up to 16 days with an experienced Travel Planner to assist with implementation of the Travel Plan
- Free online employee travel survey, analysis and suggested Action Plan
- Free carsharing group specifically on www.carsharing.ie
- Information and ideas to promote walking, cycling, public transport, carsharing and other relevant schemes
- Promotional tools and roadshows e.g. banner stands, promotional materials and mapping resources
- Participation in the annual inter-Partner Pedometer Challenge and 10 Minute Cycle Challenge
- Partner seminars, including topics such as Parking Management, Promoting Physical Activity and Leading Change, Marketing Travel Change
- Access to a supportive network of organisations experienced in addressing issues relating to employee and business travel, and fleet management.

The Edinburgh WTP programme offers the measures shown below:

- One day's support from a member of the travel planning team
- Online staff survey and analysis
- Site specific action plan
- Advice and support to achieve cycle Friendly Employer status
- Personalised travel plans for staff
- On-site Sustainable travel roadshow
- Dr Bike sessions
- Cycle leader training courses
- Guided cycle rides

- Entry into the Stepcount Challenge
- Entry into the Love to Ride Cycle Challenge
- Guided walks
- Walking workshops
- Advice on sustainable travel grants

4.2 Seek Formal Agreement to Participation in the Programme

The support of the organisation at a senior level is essential for the delivery of the behaviour change programme. This ensures that staff time is provided to assist with the implementation of the measures and that the programme is widely promoted. The Edinburgh WTP programme asks employers to sign up to the following commitments:

- A baseline employee survey
- A final employee travel survey to establish if employees have changed their behaviour
- Development of an action plan of sustainable travel initiatives
- Participation in at least two sustainable travel initiatives

The Smarter Travel Workplaces programme has a Charter which is signed by a senior member of the organisation and the Chief Executive of the National Transport Authority. As part of the CHUMS programme, the city of Toulouse also asked organisations to sign a Charter to show their commitment in the CHUMS programme.

4.2.1 Use of Standard Information

Toolkits and templates were used widely by programmes. The Glasgow 2014 TDM programme produced standard templates, including a Travel Impact Assessment Form; Travel Solutions Checklist and a Template Action Plan. Other examples include a toolkit produced for London 2012 that included information, advice, case studies, templates and video seminars. Smarter Travel Workplaces has templates available on its website for web content, staff travel survey and action plan as well as generic posters and artwork for partners in the programme to use. This is a long running programme and, therefore, there are annual pedometer and cycling challenges in which teams of employees compete.



Figure 5: Example of Standard Information

5 Outcomes

5.1 Key Findings

The findings of the programmes set out in section 3 will now be discussed.

The SCSP pilots 2009-2012 found that between 2009 and 2012 there were significant changes in travel behaviour in all pilot areas, measured by travel diaries and local count data. Five out of the seven areas saw a statistically significant increase in walking trips. Journeys by car decreased in all areas.

The largest mode share percentage increase for walking trips was evident in Larbert/Stenhousemuir, where a 21.4% increase in walking trips was seen after the three year project, from 15.8% in 2009 to 37.2% in 2012.

In the Sustainable Travel Towns evaluation, household surveys were used as a means of evaluating changes in travel behaviour in the three towns, and the focus was on trips of under 50km. Overall, across the three towns, there was a decrease in driver trips of 8-9%.

In Darlington, levels of cycling increased between 2004 and 2008, where an 89% unweighted increase, and a weighted increase of 113% was reported. Smaller changes were also reported, where trips taken as a car driver decreased by 7% for trips under 50km. Walking and public transport slightly increased as well over the four year period.

In Peterborough, car driver trips decreased, 8% for all trips, and also 8% weighted for trips less than 50km. The largest change however, was in bus travel, where there was a reported increase of 42% (unweighted) and 38% (weighted) between 2004 and 2008. Walking and cycling also increased over the programme, where there was a reported 8% unweighted increase, and 14% weighted increase in walking, and similarly, a 16% unweighted and 11% weighted increase in cycling.

In Worcester, car driver trips decreased by 7% or by 8% when weighted to account for trips of less than 50km. Changes to sustainable travel modes were reported, although there was no single mode which increased significantly more than any other, unlike Peterborough and Darlington.

In the Smarter Travel Areas in Ireland there have been moderate increases in the modal share of walking and cycling and a decline in the modal share of the car since 2012. Walking has increased from 20.4% to 24.2% while private car trips have decreased from 70.8% to 67.8%. Cycling trips increased from 2.3% to 2.7%. The evaluation recognises that at this early stage of the programme, it is not possible to directly attribute modal shift to specific measures. There is evidence that the delivery of improved infrastructure has been well received and that behavioural change measures have raised awareness of smarter travel.

At London 2012, the TDM programme was designed to work alongside operational management to achieve a target level of behaviour change to mitigate impacts at transport hotspots. Spectators would be assisted to make sensible transport decisions and choose routes that would not exacerbate pressure in particular locations. Regular travellers were encouraged to retime, reroute, reduce or revise the mode of their travel. Businesses were supported to make operational changes, securing their own resilience and enabling their staff and suppliers to alter their travel patterns.

The travel behaviour change programme resulted in 35% of adults modifying their travel behaviour on weekdays during the Olympic Games. On the roads, traffic in central London was typically down by around 15%. The programme demonstrated that 'travel behaviour can be influenced over a sustained

period in order to make most efficient use of transport and provide greater value to London's businesses, residents and economy'. *London 2012 Olympic & Paralympic Games, The transport legacy one year on, TfL 2013*

The Smarter Choices: changing the way we travel report identified seven local authority areas which had been effective in co-ordinating travel plans in their areas: Birmingham, Bristol, Buckinghamshire, Cambridgeshire, Merseyside, Nottingham and York. In particular, Birmingham had been able to co-ordinate 165 companies under the 'Company TravelWise' programme. These case studies demonstrated that co-ordinated travel planning is effective, but that local authorities can take different approaches, depending on the most suitable for the employers engaged, and the resources of the local authority. Local authorities encouraged employers to participate in the programme to develop travel plans, by offering walking and cycling initiatives and green travel roadshows, similar to the 'Workplace Travel Planning in Edinburgh' programme.

In Sutton, there was a 50% increase in cycling and a 13% increase in bus patronage. It became the first London Borough to have 100% of schools covered by a Travel Plan comprising 16,000 employees.

A key point is that these programmes have the potential to reach a large proportion of the working population. The programmes in Birmingham, Cambridge, Nottingham and York were able to reach over 25% of the workforce of their cities.

They have also been found to show behaviour change in line with the targets set to increase active travel, and this is often when the behaviour change programmes work alongside infrastructure improvements and operational requirements.

Edinburgh's workplace travel planning programme in 2015/16 has achieved participation by 30 organisations at 38 locations representing 33,000 employees, and there is scope to increase this in the future. Smarter Choices, Smarter Places funding has been able to make this possible for Edinburgh.

5.2 Monitoring and Evaluation

Monitoring and evaluation is important to understand the effectiveness of programmes. This is often done by using the results of standard Household Travel Surveys and by bespoke before and after travel surveys. For the Edinburgh programme, a staff travel survey was undertaken when the organisation signed up to the programme (or an existing survey was used if there were recent results). The after survey has not been carried out yet as the programme will end in May and surveys will be implemented thereafter. Other means of monitoring include:

- Vehicle, pedestrian and cycle counts
- Car and cycle parking occupancy counts
- New car sharing members
- Attendance at events
- Participation in challenges
- Personal travel plans produced

The SCSP 2008-2012 recommended that routine monitoring of local initiatives and tracking attitudes and behaviour, particularly through local panel surveys, would enable more detailed insight than is possible in a programme in order to establish who is responding to specific measures, the nature of these changes (e.g. mode shifting, destination shifting or both) and how behaviour changes over time. Such user surveys would allow regular and ongoing monitoring of local travel behaviour. This recommendation would provide a more regular, local perspective than Household Travel Surveys and be useful for the evaluation of long running campaigns and the identification of any trends in travel behaviour.

6 Lessons Learned

6.1 Emphasise Positive Messages

Over the course of the 2008-2012 SCSP pilots, it was noted that it was important to emphasise positive active travel messages, and ensure that marketing is appealing and encouraging. This ensures that messages are being received in a way which encourages a more positive change in behaviour.

The City of Edinburgh Council's On Foot, By Bike campaign has taken account of this learning and has been designed to emphasise 'exploration' and 'choice', following focus group research. Positive messaging has been chosen in communication materials, applying social marketing and behaviour change theories. This is the first year of the campaign, but it is planned to continue to develop and represent information about walking and cycling which people trust, to help people choose more active/sustainable travel methods for everyday journeys.



Figure 6: Edinburgh Workplace Travel Planning Roadshow

6.2 Use a Variety of Communications Channels

The programmes recognised that the use of a range of communication tools, particularly if targeting the public, is important. For example, Glasgow 2014 used social media with links to partners' social media accounts as well as using websites, newsletters, workshops and presentations. The Edinburgh Workplace Travel Planning programme has developed posters, surveys, newsletters and leaflets to communicate with the target organisations and their employees.

6.3 Behaviour Change and Infrastructure Provision are Complementary

Programmes should seek to balance promoting infrastructure, delivering services, and involving the local community to achieve behaviour change. Initial reflections on the City of Edinburgh Council's Smarter Choices, Smarter Places would echo this learning point; balancing these priorities is important when designing and delivering behaviour change programmes. Selecting businesses where infrastructure is readily available to enable active/sustainable travel for the Edinburgh WTP programme, enabled this learning point from previous SCSP work to be applied.

In the Smarter Travel Areas (STAs) in Ireland, the predominant focus to date has been on infrastructure delivery and there is limited evidence that the infrastructure has resulted in other important outcomes such as improved image for cycling or perception of safety. However, it also notes that the 1 million Euro investment made by Limerick in behaviour change measures is considered by

stakeholders to have contributed towards the increase in walking modal share, as well as the largest modal share of each of the three STAs.



Figure 7: Promoting Active Travel Routes in Edinburgh

6.4 Recognise the Importance of Travel Planning and Personal Travel Planning

The importance of travel plans, and offering personalised travel planning, was highlighted in the SCSP pilots and has helped to shape the City of Edinburgh Council's Smarter Choices, Smarter Places programme in 2015/16, where a significant part of the programme involved travel planning, including offering Personal Travel Plans to employers in partnership with SEStran and the CHUMS project. In Sutton all major employers were engaged in travel planning, consisting of 16,000 employees, while Borough-wide personal travel advice achieved a 4-14% reduction in car use.

6.5 Partnership Working

These programmes have involved partnership working both within the organisations and with external partners. With clear benefits, this approach has been applied to the development of the wider SCSP programme for Edinburgh in 2015/16. Information has been distributed via partners, and resources and ideas also combined when planning the delivery of services. SEStran and the City of Edinburgh Council have realised the benefits of partnership working on the Edinburgh Workplace Travel Planning programme by combining resources to offer better services to employers. At Glasgow 2014, partnership working was essential and key partners included Glasgow Chamber of Commerce, Police Scotland, SPT, FTA and the NHS.

6.6 Secure Staff with the Relevant Skills

Smarter Travel Ireland identified that securing appropriate resources, most importantly staff with the relevant skills, experience and character was important. The report recognised that support and guidance in delivering behavioural change measures, such as that provided by the Smarter Travel Workplaces team in the National Transport Authority, is essential. This is recognised in the Edinburgh Workplace Travel Planning programme where experienced travel planners developed and implemented the programme. Travel plan networks can also help to secure structured support for smarter travel, particularly in towns with few large businesses. The development of a Travel Plan Network is an aspiration for Edinburgh.

6.7 Set Realistic Timescales

The Smarter Choices, Smarter Places Final Evaluation report found that three years was a very short period of time in which to plan and deliver such diverse and complex programmes. The Smarter Travel Workplaces programme is a more mature behaviour change programme which has been in place for over 5 years and has high levels of awareness and participation by organisations. The National Transport Authority reports that, in 2013, the number of workplaces engaged in the Smarter Travel Workplaces and Campus programmes stood at 116, comprising over 284,000 employees and students. This shows the level of engagement that can be achieved with a long running programme.

The initial phase of programmes can be time consuming as this is when it is necessary to identify the target groups and the right contacts within organisations and secure their participation in the programmes. When engaging with Retail Parks it should be noted that their timescales for fully engaging are likely to be longer than an office setting, as there is a need to work with the retail park management initially and then seek the involvement of multiple employers located at the retail park. More flexibility around the approach to measures and initiatives for this sector is likely to be needed. The preparation of communications materials also takes time as it requires clear messages to be agreed and communicated in a way that is appropriate to the target groups.

If there is a short period of time available in which to plan and deliver, programmes need to be targeted and focussed and this can work well for a major event where there is a definitive end date. In Edinburgh, there has been 9 months to plan and deliver the programme and, therefore, a fixed number of target organisations and measures have been identified that are realistically deliverable in the timescales. The timing of the programme should be considered because ideally preparation and planning would be carried out over the winter while delivery of measures would take place in the spring and summer when it is easier to promote active travel.

6.8 Be Flexible

It can be seen that flexibility is important when designing a programme. While each of the identified programmes has similarities, they have been designed to target specific audiences in specific areas with location-specific messages based on overall behaviour change principles. For a long term programme, measures included can be removed or added based on feedback from the target organisations and which achieve greater modal shift.

7 Conclusions

This paper has outlined a number of recent travel behaviour change programmes and considered how the lessons learned from these programmes can help to inform future programmes. It can be seen that the programmes are able to deliver modal shift with the use of clear and targeted communications.

The use of an overarching brand and an awareness campaign such as OFBB, helps to link the initiatives implemented, raise awareness and generate action from the target groups. The behaviour change is likely to be greater if it is linked to new and complementary infrastructure which offers the opportunity for the individual to change their trips.

Setting realistic timescales and targets to be achieved in those timescales and with the available budget is important, and this should be done at the start of the programme. By working in partnership with other stakeholders, there is potential to be more effective in the delivery of the programme.

The Edinburgh Workplace Travel Planning programme has been in place for a short time and has applied the lessons learned by other similar programmes. It has been successful in reaching out to 33,000 employees in Edinburgh. In this timeframe it has been possible to raise awareness of active travel as an option for travel to work and achieve participation by some employees in the events and challenges that have been offered.

It has also opened up communications between the Council and employers, offering employers tailored services as well as some mass participation events such as the cycle and pedometer challenges. Over the course of the programme 38 Sustainable travel roadshows were held; 230 Personal Travel Plans completed; 34 Dr Bikes held and 23 new travel surveys undertaken. The cycle challenge – Love to Ride Edinburgh - had 119 participating organisations comprising 1,565 participants (including 266 new riders), covering 114,981 miles and 14,065 trips. 96% of participants reported that they would take part in the challenge again if it was run in 2017. These initial results show that the Edinburgh Workplace Travel Planning programme has been an effective first step in achieving Edinburgh’s ambitions of city-wide co-ordinated travel planning.

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