transform scotland briefing

smarter choices

The term 'Smarter Choices' [1] covers a range of techniques that encourage people to modify their travel behaviour, encouraging people to drive less and adopt more sustainable modes such as walking, cycling, public transport and car sharing.

Smarter Choices are a complementary set of measures to investment in transport infrastructure that can help maximise their benefits. Smarter Choices typically involve a more psychological approach to encourage modal shift, based on concepts such as:

- Giving people better information about travel options
- Marketing sustainable travel options more effectively
- Making improvements to the way services are organised
- Providing new services closely focused on a particular target market
- Providing new options that reduce the need to travel at all.

There are wide variety of proven techniques available to help influence people's travel decisions; helping cut congestion, reducing environmental impact, improving quality of life, enhancing social inclusion and encouraging people to be more physically active.
The types of intervention typically used for Smarter Choices programme are:

- *Workplace travel plans*
- *School travel plans*
- *Personalised travel plans*
- *Public transport information*
- *Travel awareness campaigns*
- *Car clubs*
- *Car sharing schemes*
- *Teleworking*
- *Teleconferencing*

1. Why Smarter Choices make sense.

Smarter Choices can pave the way for more sustainable travel behaviour through encouraging people to voluntarily use their cars less.

An evaluation of the Sustainable Travel Demonstration Towns[2] in England found that implementing Smarter Choices in these locations resulted in: a 9% average drop in number of journeys taken by car, a 5-7% drop in distance of journeys, and up to 8% traffic reduction in the inner areas of towns. Other positive outcomes were a 10-22% increase in bus use, up to a 30% increase in cycling, and a 10-13% increase in walking; these figures are particularly impressive when compared with a national decline in the use of these modes.[4]

Research for the Department for Transport found that an intensive programme of Smarter Choices over ten years could cut urban peak-hour traffic by 21% and non-urban peak-hour traffic by 14%, while national traffic volumes could be reduced by 11%. [6]

For maximum impact Smarter Choices need to be combined with traffic restraint measures - in order to prevent freed-up road space filling up with other traffic.[7] There are many established measures to help 'lock in' traffic reduction benefits, including:

- Re-allocating road capacity to buses, cyclists and pedestrians
- Parking controls
- Congestion charging
- Traffic calming, pedestrianisation, and better enforcement of speed limits.

Smarter Choice interventions can offer much better value for money than traditional 'big infrastructure' schemes. In terms of reduced congestion, the estimated benefit-to-cost ratio of the measures implemented in the Sustainable Travel Towns is 4.5:1. However, if we include other related benefits from Smarter Choices, such as reduced carbon emissions and an increase in public health, the benefit to cost ratio for Smarter Choices rises to over 10:1.[9]

2. Smarter Choices in Practice

Workplace Travel Plans

Workplace travel plans are aimed at encouraging employees, in both the public and private sector, to travel by more sustainable modes of travel. Travel Plans can be designed for individual businesses, or multiple businesses using a shared location. Plans are tailored to specific conditions and can include:

- Dedicated 'works buses'
- Personalised journey plans
- Interest-free season ticket loans
- Reduced public transport fares
- Secure cycle parking and shower facilities
- Preferential car parking for car sharers
- Encouragement of teleworking.

Workplace travel plans have been shown to reduce the car use by employees by up to 24%, and can reduce traffic on average by around 18%.[10] However, evidence does show that the most effective travel plans are the ones that are backed by other measures, which motivate employees to make sustainable choices, such as introduction of parking charges, free bike services, and workplace cycle racks.[11]

School Travel Plans

School travel plans aim to cut traffic congestion and danger caused by the school run. They also encourage more children to use active travel methods such as walking and cycling, which can help reduce childhood obesity.

A typical plan can include:

- Physical changes such as traffic calming and improved pedestrian crossings
- Organising 'walking buses' or 'cycle trains'
- Pedestrian and cycle training for children
- Car sharing
- Curriculum activities to promote the benefits of sustainable transport.
- Promotion of Safe Routes to Schools

A well organised school travel plan can have a big impact on the way children travel to school. In some cases the number of children traveling to school by car was halved by measures such as car free action days or weeks, which can result in parents deciding to permanently change their travel plans. Measures such as pedestrian and cycle training, along with walking buses and cycle trains, have benefits beyond traffic reduction such as better health for children and a greater awareness of road safety; leading to a reduction in the number of road accidents involving children. In areas of the UK where additional traffic calming measures have been implemented alongside school travel plans the reduction in child pedestrian accidents has been up to 74%.[14]

Personalised Travel Planning

Personalised travel planning is a targeted marketing technique, providing travel advice and information to people that is based on their personal travel patterns. A personalised travel plan for households in a particular area can offer:

- A timetable specifically for their nearest bus stop
- Personalised journey plans for regular trips
- A free one-month public transport trial ticket
- A map of walking and cycling routes in the area
- Loan of a bike

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A pilot scheme using TravelSmart[15] personalised travel plans in England, was successful in creating a modal shift away from car use towards more sustainable modes. The TravelSmart schemes also provided good cost effectiveness; lowering the cost by 0.03p per km driven.[16] Further evidence suggests that TravelSmart schemes can reduce the number of car trips by 10% or more and decrease distance traveled by car from between 740km and 1,400km per household per year.[17]

However, not all personalised travel plan schemes have produced the desired modal shift, largely due to specific problems with individual sites. What is clear is that where personalised travel plans have implemented best practice,[18] there is greater success in creating a modal shift. [19] When personalised travel plans are implemented correctly they can also be particularly useful in addressing issues of social exclusion, helping those on low incomes, the elderly, and people with disabilities access services more effectively. [20]

The TravelSmart programme in Western Austrailia has been running for over 15 years, and has provided a good model for personalised travel planning best practice, and has created a significant modal shift towards more sustainable modes of transport.[21]

Public Transport Information

There is a great deal of potential to increase the number of people using public transport, by increasing the amount of public transport information and awareness of different services, through better marketing . It is important that users, and potential users, of public transport have all the relevant information they need made readily available, in order to make traveling easier. This includes:

- Clear and accurate timetables
- Simple and easy to understand ticketing
- Real Time Passenger Information (RTPI)

Direct marketing campaigns can help inform people of public transport options available to them. Case studies suggest that many people have poor or outdated information about public transport. Targeted marketing may be particularly effective in attracting car drivers. [22] Where direct marketing is combined with upgrades to public transport infrastructure - such as adjustments to routes, more frequent services, and improvements to buses and trains - we see dramatic shifts away from the car and towards public transport.[23] Other physical measures such as introduction of ticketing machines and RTPI can help make public transport more accessible.

In Perth, a direct marketing campaign run by Stagecoach combined with a series of upgrades to bus provision, produced passenger growth of 63% over three years - roughly double the average increase for a conventional 'quality partnership' between local authority and bus operator.[24]

Travel Awareness Campaigns

Travel awareness campaigns aim to improve public understanding of the problems caused by traffic growth and encourage people to think about modifying their own travel behaviour. Campaigns use posters, leaflets, local press or radio advertising, or tie-ins with high-profile national events to raise the profile of sustainable transport. Travel awareness campaigns should emphasise the personal benefits of sustainable transport, for instance better health - through more exercise, less air and noise pollution, and reduction in the number of road casualties - increased community cohesion and better access to public space.
Health seems to be the strongest

motivator for people to change their behaviour, and local authorities can work closely with the health sector to communicate messages about the health benefits of walking and cycling.

The City of York Council has run a series of city-wide awareness campaigns based on media space that drivers can see, for example: on the backs of buses and the backs of car park tickets. Evidence from the York campaign suggests that between 3% and 12% of drivers have cut their car use as a result of such measures.[26]

Car Clubs

Car clubs can reduce car use by presenting users with the up front cost of their car use, which can be compared directly to other modes; this encourages people to use cheaper more sustainable modes for their travel. Local authorities can help car clubs in a number of ways, including:

- the provision of start-up grants
- the designation of on-street parking bays for car club vehicles
- the block-booking of club vehicles for use by staff.

Case studies suggest that car clubs can reduce car usage among members. Car club members drive less on average than non-members and many car club members who give up a car upon joining a car club report a reduction in the amount they drive after joining. Car clubs can also provide an alternative to buying a private car, and many car club members report that they would have bought a private car had it not been for car club membership. Car clubs can also help reduce greenhouse gas emissions as the cars tend to have much better emissions ratings than the average car.[27]

Employers can also take advantage of car club services, which can be used to replace car pools or reduce the greyfleet.[28] This can have benefits for employers by removing costs associated with car maintenance and parking provision. Local authorities can help support car clubs by using their services.

The City of Edinburgh Council has a booking on nine car club vehicles during working hours, to replace leased vehicles. Over 400 staff have joined the car club, giving them access to the fleet of over 80 cars, which they can use when conducting council business. The leasing of cars from City Car Club is more cost effective for the Council than operating their own carpool.[29]

Car Sharing

Car sharing can involve local authorities, businesses or schools promoting car sharing for regular trips, to work or school; or schemes which help people to find someone to share a one-off car journey. The best-developed car sharing schemes are targeted at the daily commute. A typical scheme might involve:

- Employers purchasing car-sharing software to match employee journeys
- Buying into an internet-based scheme
- Promotions or incentives to encourage people to join
- Dedicated, preferential parking spaces for sharers.

Evidence from the Scottish Household Survey, for 2007/08, showed that for over 60% of car journeys the driver was the sole occupant, while only 5% of car journeys have three or more passengers; for drivers commuting to work 85% were the sole occupant. Since 1999 the average car occupancy has reduced from 1.68 to 1.58 people per car.[30] Car sharing needs to be encouraged if this clearly unsustainable trend is to be reversed.

Employers can encourage car sharing by setting up schemes aimed at getting employees to share their commute rather than be a lone car occupant. Car sharing schemes can also be used for leisure trips. The Eden Project encouraged its 15,000 to 20,000 regular visitors, who live within 50 to 60 miles, to car share. [31] A number of Regional Transport Partnerships now offer online car sharing services via their websites.[32] Websites such as Liftshare, which link up people living in a certain area, can result in more people car sharing.

In general, car sharing is most appropriate where people are traveling long distances, where public transport is poor, and where many journeys are made to a limited number of places. Further benefits of car sharing could be gained through the provision of High Occupancy Vehicle (HOV) lanes on major roads.

Teleworking

Teleworking means working from home, or at a telecentre (not call centre) nearer to home, for some or all of the time. Since 1997 the number of teleworkers has been growing at 13% a year.

Studies suggest that regular teleworking could result in an overall reduction in work related driving trips by 20%. With the continuing growth of broadband access the amount of people that could telework is growing. Estimates suggest that around 40% of people within businesses could and would be willing to telework, given the proper facilities. [35]

Other benefits of teleworking include higher productivity, less absence and greater employee retention rates, as well as savings for business due to reduction in the amount of office space needed. [36]

Teleconferencing

Teleconferencing includes communicating by video link or webcam (videoconferencing), or groups speaking together by phone (audioconferencing). Teleconferencing can be an important

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tool in reducing car use, through reducing number of trips required for face to face meetings. However it is important to note that without sufficient teleconferencing facilities in businesses and organisations it may be the case that individuals have to travel to use teleconferencing technology.[37] It is therefore important that government and business not only promote the use of teleconferencing, but also ensure there are sufficient teleconferencing facilities available.

Some local authorities have installed videoconferencing suites for hire at telecentres, community venues or area offices. This can be an important part of a strategy to support economic development in rural areas; reducing costs whilst enabling support for business start-ups.

Teleconferencing has the ability to greatly reduce business travel. BT estimates that audioconferencing saves the company about 59 million miles of car travel a year. A survey by face2face found that the average cost of the staff time involved in a business trip is more than £2,000 per person, excluding travel costs.[38]

Estimates over the amount of travel that could be replaced with teleconferencing vary with conservative estimates suggesting around 5% of business travel could be replaced by teleconferencing. Teleconferencing is likely to have a much greater ability to reduce business air travel, with potential reductions to business air travel of up to 45%.[39]

3. Smarter Choices in Scotland

The *National Transport Strategy* sets out the need for implementation of Smarter Choices in Scotland in order to reduce car use and promote sustainable modes. The *NTS* outlined a need for more Smarter Choices, such as travel planning, in the public sector. It also highlighted the need for reductions in traffic, created by Smarter Choices, to be locked in through further traffic restraint measures.[40]

In 2007 the Scottish Government produced a travel plan aimed at encouraging sustainable travel practices within the Government, including a target of changing the travel behaviour of its staff.[41] The Scottish Government also provided funding for the introduction of sustainable travel plans to other public sector bodies, as well as making free travel plans available for the private sector through the Energy Saving Trust as well as advice on travel plans through the ChooseAnotherWay.com website.[42]

In March 2008 the Scottish Government and COSLA set up a trial of Smarter Choices called Smarter Choices, Smarter Places, in 7 regions in Scotland. The locations for these trials varied between rural and urban areas and included Barrhead, Dumfries, Dundee, Glasgow's East End, Kirkintilloch/Lenzie, Kirkwall and Larbert/Stenhousemuir. The aim of this project was to reduce car use and congestion, reduce carbon emissions and increase public health.

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Early analysis of these projects in 2010 showed some encouraging results:

- 30% of people report that their use of individual travel modes has changed over the past 12 months
- 39% of car users reported that they would like to reduce their car use, however 20% thought further measures were needed for this to be possible
- around 2/3 of people want to walk more.

A review of the Smarter Choices, Smarter Places programme, identified some factors that could improve the ability of Smarter Choices to win public support and create a move towards sustainable travel. This included altering perceptions of travel, both in terms of safety and cost, while also seeking to tackle ingrained car culture in business and the public sector.

The review highlighted the need to implement measures such as personalised travel planning and direct marketing in a way that did not alienate residents to the aims of Smarter Choices, this can be done through building greater links with local businesses and other stakeholders in the community, using their support to build on a campaign. The review also suggested that focusing on increasing the amount of cycling would have knock on effects on the public perception of road use, congestion and the negative impact of motor vehicles - due to cyclists being much more likely to be concerned with road safety and congestion than other road users.[44] Similar findings from our *Civilising the Streets* report found that introduction of measures to support active travel in cities across Europe grew in popularity as people saw the everyday benefits of reduced car usage in their cities.[45]

There has been some wider implementation of Smarter Choices across Scotland. A review of Smarter Choices in Scotland conducted by Transform Scotland Trust, found that certain Smarter Choices were more widely implemented when compared to others. In particular workplace and school travel planning was widely implemented in some form, in part due to the role played by School Travel Coordinators and Travel Plan Coordinators employed by the RTPs, however personalised travel planning was less well implemented. Car sharing was also a measure that many Local Authorities were willing to support. However the report found that a number of LA's were unwilling to implement further Smarter Choices, pointing towards the need for a national Smarter Choices campaign.[46]

4. Conclusion

There are a wide variety of 'Smarter Choices' measures available that can be implemented in urban and rural areas of Scotland. They offer the potential to secure significant reductions in traffic and carbon emissions, as well as valuable enhancements in quality of life, safety and public health.

Smarter Choices have provided some impressive modal shifts in places where they have been used effectively. Unfortunately Smarter Choices have not always been effective at creating the changes they have been designed for; that is why it is important to have expert oversight, adequate long term funding, and active engagement with business and the local public in order to make Smarter Choices work.

It is important to note that Smarter Choices cannot work in isolation.[47] Smarter Choices are best implemented as a complementary measure to infrastructure improvements and traffic restraint measures. Smarter Choices also provide a way to maximize investments in active travel and public transport. Encouraging schools and businesses to take up travel plans aimed at sustainability will only succeed if there is a true choice in the way people can travel. Direct marketing and personal travel advice can help raise the profile of sustainable modes of transport but people will only be encouraged to make a modal shift if opportunities for a change in the way they travel are actually available, and suitable, for them.

Car culture at work also needs to be addressed, Smarter Choices are an important part of this. Local authorities should lead by example; effective travel plans for local authorities, combined with incentives for employees to reduce car use, should be implemented in an effort to significantly reduce car use among employees.

" ...[for] over 60% of car journeys the driver was the sole occupant ... for drivers commuting to work 85% were the sole occupant."

5. Recommendations

1. A national Smarter Choices programme

- Put in place funding for a national Smarter Choices programme as part of the Scottish Government's next Spending Review. The programme should be delivered at local and regional levels – making commonplace the implementation of schemes such as workplace travel plans, school travel plans, car clubs, and car sharing. To avoid the problems already being observed as a result of the loss of ringfencing for active travel; this funding should appear as a specific budget line in the Spending Review.
- The Scottish Government should carry out research into the wider economic benefits of investment in Smarter Choices – including monetised health benefits resulting from modal shift to walking and cycling.
- Local authorities and Regional Transport Partnerships should report annually on delivery of Smarter Choices in their areas, as part of their wider reporting duties. This would enable public scrutiny of activity and provide an opportunity to evidence benefits derived from sustainable transport policy across all sectors – health, education, development, justice and economic growth.

2. School travel plans

- The 2008 Hands-Up Survey[48], collated by Sustrans, reported good progress towards increasing the share of school travel made by the active travel modes, and it's widely accepted that a major part of this success is down to the School Travel Coordinator programme (previously funded by the Scottish Government and now the responsibility of Local Authorities). However, a lack of ringfencing has meant a reduction in the number of School Travel Coordinators and an expansion of their duties, which means they can no longer focus primarily on schools; this may be responsible for the decrease in active travel among school children seen in the 2009 Hands-Up Survey.[49] We recommend that School Travel Coordinator posts be a mandatory requirement for Local Authorities, that Local Authorities should provide adequate budgets for school travel planning and that the Scottish Government (as part of recommendation 1.1 above) consider reinstating ringfenced funding for the School Travel Coordinator programme.

3. Personalised Travel Planning

- Implementation of best practice for personalised travel plans. Individual projects should be tailored to the local situation, this requires expert oversight and consultation with local stakeholders. The TravelSmart programme run by Sustrans and Socialdata is a good example of best practice in personalised travel planning.
- Government should be aware of the role Personalised Travel Planning can play in addressing issues of access to transport for the disabled, the young and old, and those on low incomes.

4. Public transport information

- The Association of Transport Co-ordinating Officers in Scotland (ATCO Scotland) should take forward work on improving common standards for public transport information across Scotland. The work should be carried out with the active cooperation of public transport operators, established national information providers (e.g. Traveline Scotland), and passenger representative groups (e.g. Passenger Focus, Passengers' Views Scotland).

5. Car clubs

- Implementation of a co-ordinated public support programme over a minimum period of four years involving the Scottish Government, Local Authorities and the Regional Transport Partnerships to the value of £1.825m. Such a programme would help to accelerate development in the main conurbations.
- The provision of support programmes for car clubs in urban areas; support programmes should aim to accelerate growth of car clubs at startup, until a critical mass of membership allows car clubs to be self financing. Support programmes should aim to:
  1. create parking infrastructure for car clubs, including a recognition of the potential role of car clubs in the planning stages for new builds
  2. provide support for marketing of car clubs to individuals
  3. help provide technical support and IT infrastructure.
- 2011-2015 the government should aim to set up 6-10 demonstration towns for car clubs in rural areas. These individual schemes should be encouraged to cooperate in share access to, or purchasing of ICT systems, insurance and back office support.
- Develop a national, centralised approach for operator accreditation, scheme monitoring, and the development of an information and awareness raising programme. Such a co-ordinated support programme would also facilitate collaboration on funding bids. Car club development guidance would be available for local authorities, community organisations and co-operatives.

6. Teleconferencing

- Local authorities (and/or RTPs) should increase access for small businesses and voluntary organisations to affordable conferencing facilities through creation of local ICT hubs.

7. Funding

- Secure long term funding is required for Smarter Choices if benefits in terms of traffic reduction and increased active travel are going to be maintained.
- Funding for SmarterChoices should be ringfenced. Separate initiatives aimed at improving active travel should also have ringfenced funding; Smarter Choice programmes should not be used as an excuse by government to reduce funding to individual cycling and walking programmes.

8. Traffic Restraint Measures

- Implementation of traffic restraint measures such as road user charging, parking charges, 20mph speed limits, pedestrianisation, more bus/high occupancy vehicle lanes among others will be needed to lock in the traffic reduction benefits gained through Smarter Choices. The type of hard measures that need to be implemented, alongside Smarter Choices, will be dependent on the local situation.

6. References

[1] Also known as Smart Measures or Soft Measures.

[2] Sustainable Travel Demonstration Town status was given to three towns: Worcester, Darlington and Peterborough, this 5 year project aimed to demonstrate the effect a sustained package of Smarter Choices can have when coupled with infrastructure improvements.

[3] Sloman, L. et al (2010) The Effects of Smarter Choice Programmes in the Sustainable Travel Towns: Summary Report <http://www.dft.gov.uk/pgr/sustainable/smarterchoices/smarterchoiceprogrammes/>.

[4] Department for Transport (2004) Making Smarter Choices Work <http://www.dft.gov.uk/pgr/sustainable/smarterchoices/makingwork/>.

[5] According to Scotland's National Transport Strategy "SMART measures are dependent on a package of interventions in order to be successful. If they are implemented in isolation then as road traffic levels are reduced the extra road space created may act as an incentive for 'new' motorists to use the roads, thereby offsetting some of the initial benefits. To maximise the benefits of SMART measures they must be part of a wider strategy, and then benefits must be 'locked in'." see Scottish Executive (2006) Scotland's National Transport Strategy.

[6] Sloman, L. et al (2010) The Effects of Smarter Choice Programmes in the Sustainable Travel Towns: Research Report <http://www.dft.gov.uk/pgr/sustainable/smarterchoices/programmes/>.

[7] Cairns, S. et al (2004) Smarter Choices – Changing the Way We Travel <http://www.dft.gov.uk/pgr/sustainable/smarterchoices/ctwwt/>.

[8] Sloman, L. et al (2010) The Effects of Smarter Choice Programmes in the Sustainable Travel Towns: Research Report and Cairns, S. et al (2004) Smarter Choices – Changing the Way We Travel.

[9] In Hull the introduction o 20mph speed limits in areas resulted in 74% less pedestrian child accidents, see Cairns, S. et al (2004).

[10] TravelSmart uses a technique, developed by Socialdata, called Individualised Travel Marketing (ITM). TravelSmart has been used for travel plans in countries across Europe, North America and Australia. It is delivered in the UK by Sustrans in partnership with Socialdata.

[11] Department forTransport (2005) Personalised travel planning: evaluation of 14 pilots part funded by DfT <http://www.dft.gov.uk/pgr/sustainable/travelplans/ptp/personalisedtravelplanningev5774>.

[12] Sustrans (2009) Travel Smart Project Review <http://www.sustrans.org.uk/what-we-do/travelsmart>.

[13] Best practice for personal travel plans must involve building tailored campaigns that work to address transport issues in the local area. It is important that personalised travel planning can engage with local stakeholders and the media to help reinforce the sustainable transport message. If implemented with adequate funding and oversight, well targeted personalised travel plans can get more people switching to more sustainable modes, while also growing local community interest in transport provision and local planning.

[14] Parker, J. and Wilkinson, J. et al (2007) Making Personal Travel Planning Work <http://www.etcproceedings.org/paper/making-personalised-travel-planning-work>, see also, Thompstone, L. Beale, E. (2006) Personalised Travel Planning in Wales the Way Forward for Mode Shift.

[15] Sloman, L. et al (2010) The Effects of Smarter Choice Programmes in the Sustainable Travel Towns: Research Report.

[16] Presentation by Brög, W. Erl, E and Mense, N. (2004) Individualised Marketing: Changing Travel Behaviour for a Better Environment, in OECD (2004) Communicating Environmentally Sustainable Transport - The Role of Soft Measures, see also Department of Transport Working Paper (2006) TravelSmart Household program: Frequently Asked Questions in travel demand management and dialogue marketing <http://www.dpi.wa.gov.au/14974.asp>.

[17] Department for Transport (2004) op cit.

[18] Cairns, S. et al (2004) Smarter Choices – Changing the Way We Travel.

[19] Department for Transport (2004) op cit.

[20] Ibid.

[21] Harmer, C. and Cairns, S, (2010) Carplus annual survey of car clubs 2009/10 <http://www.carplus.org.uk/wordpress/resources/reports/>.

[22] The term greyfleet is used to describe private cars that are used by employees for their work. There are a number of problems associated with employers being dependent on the greyfleet, including: employers subsidising private car use among employees, encouraging employees to commute by car, poor emissions ratings of average private car compared to pool cars, and legal liabilities for employers associated with workplace accidents involving greyfleet cars.

[23] Carplus - Car Club Case Studies - Edinburgh <http://www.carplus.org.uk/wordpress/resources/case-studies/car-club-case-studies/>.

[24] Scottish Government statistics on car occupancy <http://www.scotland.gov.uk/Topics/Statistics/Browse/Transport-Travel/TrendCarOccupancy>.

[25] Department for Transport (2004) op cit.

[26] Links to RTPs through Scottish Government website <http://www.scotland.gov.uk/Topics/Transport/regional-partnerships>.

[27] Cairns, S. et al (2004) op cit.

[28] Ibid.

[29] Ibid.

[30] Department for Transport (2004).

[31] Cairns, S. et al (2004) op cit.

[32] Scottish Executive (2006) Scotland's National Transport Strategy <http://www.scotland.gov.uk/Publications/2006/12/04104414/0>.

[33] Scottish Government (2007) Scottish Government Travel Plan <http://www.scotland.gov.uk/Publications/2007/12/06160535/0>.

[34] see <http://www.energysavingtrust.org.uk/scotland/Scotland-Welcome-page/Business-and-Public-Sector-in-Scotland/Transport/Travel-planning> and < http://www.chooseanotherway.com/>.

[35] Scottish Government (2010) Monitoring and Evaluation of the Smarter Choices Smarter Places Programme Baseline Report <http://www.scotland.gov.uk/Topics/Transport/sustainable-transport/Baseline>.

[36] Transform Scotland Trust (2010) Civilising the Streets <www.transformscotland.org.uk/getfile.aspx?itemid=277>.

[37] Transform Scotland Trust (2009) Smarter Ways Forward <www.transformscotland.org.uk/getfile.aspx?itemid=178>.

[38] Communicating Environmentally Sustainable Transport - The Role of Soft Measures, OECD 2004.

[39] Sustrans (2009) National Hands-Up Survey Scotland: Report on Data Collected 2008 <http://www.sustrans.org.uk/assets/files/Safe%20Routes/publications/scotland/SRS_Scotland_Hands-Up_Report.pdf>.

[40] Sustrans (2010) National Hands-Up Survey Scotland: National results 2009 <http://www.sustrans.org.uk/what-we-do/safe-routes-to-schools/316/scotland/scottish-documents>.

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