



INTRODUCTION MOBILITY MANAGEMENT

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AUTHORS

Liyana Adjarova, Energy Agency of Plovdiv

Ina Karova, Energy Agency of Plovdiv

Ioanna Lepinioti, iMpronta di Massimo Infunti

Billy Carslaw, Birmingham Chamber of Commerce Group

EDITORS

Massimo Infunti

Domenico De Leonardis

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MoMa.BIZ website: <http://moma.biz>

Image source: www.eltis.org

PROJECT PARTNERS



BOX 0 - INTRODUCTION - MOBILITY MANAGEMENT

Business and industrial zones (BIZ) in Europe are often difficult to reach, frequently located on vacant land on the periphery of medium-sized cities, with few alternatives to using private cars for home-work mobility. As a result the car becomes the main, and in many cases the only, means by which workers can reach their place of work.

The Mobility Management for Business and Industrial Zones (MoMa.BIZ) project stems from the increasing number of such BIZ and the need to address their mobility issues. More specifically, the main aim of the project is to contribute towards the promotion and dissemination of sustainable mobility in business and industrial zones across Europe.

This is achieved through the involvement of BIZ located in 5 different European countries (see map) where the development and implementation of mobility plans has been experimented. In particular, a participatory approach has been adopted in all the BIZ, involving the local stakeholders in the development and implementation of the mobility plans. The activities, results and know-how gained through this experience have led to the creation of the present guide book, which is intended to bring home-work mobility to the attention of BIZ, as well as to encourage and assist them in implementing such an approach.

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The Guide

The Boxed Solutions Guide is designed for Mobility Managers whether newcomers or experts. The Guide in combination with the Mobility Labelling Tool is intended to provide assistance and guidance to Mobility Managers in the designing and implementation of mobility plans in business and industrial zones (BIZ). Nonetheless, the Guide can also be used by individual companies as the principal process to develop a specific mobility plan for their organisation and the mobility solutions indicated are relevant to all types of working places.

List of Boxes of the Boxed Solutions Guide

- Box 0:** Introduction - Mobility Management
- Box 1:** Cycling
- Box 2:** Walking
- Box 3:** Public Transport
- Box 4:** Carpooling
- Box 5:** Carsharing and Vansharing
- Box 6:** Car Management
- Box 7:** Transport for People with Reduced Mobility
- Box 8:** Further Mobility Measures
- Box 9:** Marketing and Promotion

The Guide is divided in 10 “boxes” each one of which addresses a specific mobility topic, illustrates best practice and provides resources to assist an organisation in improving their mobility practices. The materials are standalone but do point to other areas of good practice and encourage the

user to consider what support already exists in their region.

By implementing a “boxed solution” the BIZ will improve its mobility policies and these can be captured and evaluated by the Mobility Labelling Tool.



How to Use the Guide

The Boxed Solutions Guide is a standalone resource that can be used in the planning and implementation process of Mobility Management. The Guide is complemented by the MoMa.BIZ Mobility Labelling Tool and it is therefore recommended to use them in combination.

Further information on the Mobility Labelling Tool is available on page 20 of the present Box.

- Step 1** Evaluate the BIZ/company by using the Mobility Labelling Tool
- Step 2** Survey the employees in order to understand their mobility behaviour and potential for change
- Step 3** Decide on the areas in which to intervene in order to improve the mobility of the BIZ/company
- Step 4** Consult the relevant Box, which contains a number of different mobility solutions and useful resources, when planning the Mobility Plan
Control whether your local/national government or any other organisation offers assistance and/or incentives for the implementation of Mobility Plans
- Step 5** Implement the Mobility Plan
- Step 6** Evaluate the BIZ/company by using the Mobility Labelling Tool

Mobility Management in Companies

Work related journeys, including everyday home to work trips as well as occasional business trips, are the main cause of traffic in urban and suburban areas. As a result the mobility habits of employees are often the focus of Mobility Management in the effort to reduce the number of cars on the road and the negative impacts related to traffic, such as air pollution, energy consumption, stress etc. In fact the potential of changing the mobility behaviour of employees and reducing the car use is great and targets of 5%-25% reduction of car travel through Company Mobility Management are considered realistic.

(EPOMM Newsletter, Oct 2007).

Mobility Management Definition Agreed in the EU Project MAX

Mobility Management is a concept to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour. At the core of Mobility Management are "soft" measures like information and communication, organising services and coordinating activities of different partners. "Soft" measures most often enhance the effectiveness of "hard" measures within urban transport (e.g., new tram lines, new roads and new bike lanes).

Mobility Management measures (in comparison to "hard" measures) do not necessarily require large financial investments and may have a high benefit-cost ratio.



What is Company Mobility Management?

Company Mobility Management (CMM) is about analysing, improving and monitoring the travel of employees (and transport of goods), in an effort to influence their work related mobility behaviour and reduce the solo-use of cars.

The CMM could easily be extended to an entire Business or Industrial Zone (BIZ), where companies collaborate in order to achieve common targets, with clear benefits:

- Sharing of the work load;

- Possibility to implement a greater range of mobility actions;

- Sharing of the costs;

- Creation of a critical mass that can attract the attention and obtain the collaboration of local stakeholders, i.e. local authorities.

Mobility Plan: a useful tool

The Mobility Plan (or Mobility Plan) is an important tool for Mobility Management.

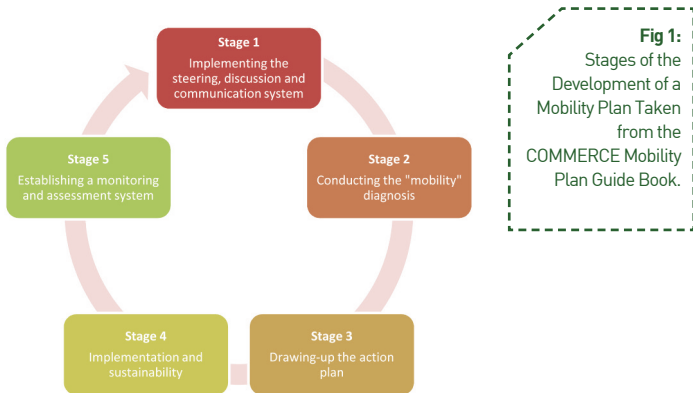
According to the COMMERCE¹ project the purpose of a Mobility Plan (MP) is: *“to rationalise the organisation of a company’s business-related travel. It is a coherent planning policy, which may be either voluntary or mandatory, but always concerted. An MP’s initiatives are geared towards limiting the use of private cars by developing alternative solutions: walking, bicycles, public transport, car-pooling and car-sharing.”*

The UK Department for Transport defines the Mobility Plan as a dynamic process that will grow and develop with time and in accordance with the changing circumstances of the company and the environment in which it works. It is not a one-off event to be undertaken and completed, nor is it a document to be produced and put on a shelf. It is the start of a new and better way of living and working, a process of evolution.

The development of a Mobility Plan can be broken down in 5 stages as shown in the figure below.

Participatory Approach

One of the keys to a successful Mobility Plan is the involvement of all the stakeholders from senior managers to employees in the development and implementation of a Mobility Plan. This approach ensures that the Mobility Plan meets the different needs and viewpoints within the company, the mobility actions adopted are accepted and the necessary resources are allocated for the implementation of the Mobility Plan.



Mobility Plans usually aim at improving the existing mobility alternatives for the home-work journeys and use incentives and disincentives in order to influence the mobility behaviour of employees. This is accompanied by marketing and promotion campaigns that intend to inform or educate employees on the alternative travel options available to them. This combination of different elements is the key to the effectiveness of Mobility Plans as it addresses the mobility problem in a more holistic way. It is estimated that a good Mobility Plan can actually achieve a 15%2 decrease in the number of employees travelling to work by car.



Mobility Plan Management

Like all projects, Mobility Plans require a clear management structure. A project manager/mobility manager responsible for the coordination of the entire process needs to be appointed. More specifically the mobility manager is responsible for:

- Overseeing the development and implementation of the Mobility Plan.
- Obtaining and maintaining commitment and support from senior managers, staff, union representatives etc.
- Setting up, co-ordinating and attending Steering Groups, Working Groups etc.
- Co-ordinating the necessary data collection exercise required to develop the Mobility Plan.
- Presenting a business case to secure a budget for Mobility Plan development and ensuring its efficient and effective use.
- Liaising with different departments e.g. personnel, estates, facilities etc. and external organisations e.g. local authorities, transport operators etc.
- Designing and implementing effective marketing and awareness raising campaigns to promote the Mobility Plan.
- Acting as a point of contact for all staff requiring information.

- 
- Co-ordinating the monitoring programme for the Mobility Plan, including target - setting and impact assessment.

(Source: Department for Transport (UK), 2006⁵)

The UK Department for Transport also recommends that the Mobility Plan process involves:

A **steering group** which oversees the development of the plan and provides guidance and high-levels support;

Working groups that provide the means for enabling employee participation and regular liaison with staff.

In addition support from the senior management is also necessary as they will have to secure funding and ideally lead by example.

The steering group will need to carry out regular meetings during the Mobility Plan process. Most likely these meetings will be more frequent in the initial stages when the key aspects of the Mobility Plan are defined, such as objectives, time scale, targets and available budget.

Working groups also have to meet regularly in order to give the opportunity to employees to actively contribute to the Mobility Plan, identify issues which need to be addressed and to maintain their interest and engagement.



Monitoring & Evaluation of the Mobility Plan

Monitoring and evaluation are an important part of the Mobility Plan process. They are a useful tool for:

- Monitoring the progress of the Mobility Plan;
- Identifying whether the initial targets and objectives are met;
- Determining whether corrective actions need to be carried out for particular mobility
- Measures of the Mobility Plan in general;
- Identifying the priority initiatives for the following period;
- Providing underpinning data in order to communicate the impact of the Mobility Plan to both employees and senior management.

It is advisable that a monitoring and evaluation plan is defined at an early stage to ensure it is clear when and how monitoring is going to take place, and who is going to be responsible for the collection of the data and its subsequent analysis and reporting.

The Benefits of a Mobility Plan

The benefits of a Mobility Plan are not limited to the company or BIZ that adopts them and their employees but they also extend to their customers and visitors as well as the surrounding local community. Mobility Plans can have many **benefits for companies** that include economic, corporate and environmental advantages. More specifically a Mobility Plan can:

Fact

In Italy the Decreto Ronchi (Ministero dell'Ambiente 27 Mar 1998) obligates companies with 300 employees or more (or with more than 800 employees located in different sites) to identify a company Mobility Manager and develop and implement a Mobility Plan.

Legislation & Corporate Responsibility

- help comply with legal obligations;
- enable a planning application for a new site or for new developments on the current site;
- improve relations with citizens living nearby the company;
- lay the foundations for a new corporate culture based on cooperation and shared values – respect for the environment, solidarity, equity, etc.;
- help meet demand for corporate social responsibility improvements including environmental targets such as the ISO14001 standard or global warming emissions targets;
- help consolidate links between partners: companies, organiser authority or transport companies, users, public authorities;

Best Practice: Ending Parking Chaos⁴

As Mark Taylor arrived at Bentley's site in Crewe on his first day as Mobility Plan coordinator he was immediately confronted with the problems he had to solve: cars parked all over the place, some illegally, obstructing the essential movements of lorries carrying goods to and from the factory, and spilling over into surrounding residential streets. Eighteen months on, the workforce has grown from 3200 to 4500 but the Mobility Plan has relieved the pressure. "There are 100 empty spaces in the car park today," says Mark, "and we've done it without any expansion in car park capacity."

Parking

- solve problems caused by the demand for parking
- save money on the cost of providing and maintaining parking spaces
- release land under car parks for more productive use
- enable higher occupancy of existing buildings

Business Travel

- cut mileage claims and other business travel costs;
- reduce the costs of running a fleet;

Customers

- enable more customers to access the company;
- provide a better experience for customers travelling to the company;
- improve the company's image to customers
- ease delays to deliveries and movements of goods off-site;

Employees


- reduce the number of accidents on the journey to work, with consequent cost and sick-leave savings;
- reduce staff downtime spent travelling on business;
- improve staff health and absenteeism;
- assist with recruitment and retention by making staff journeys to work easier and cheaper;
- make relocation of employees more acceptable by providing transport facilities;
- improve staff punctuality by reducing congestion delays and supporting more reliable means of transport;
- more satisfied and less stressed employees, with consequent increases in productivity.

Source: COMMERCE Mobility Plan Guide Book1, TOOLBOX3 & Department for Transport (UK), 2008⁴

Best Practice: Aiding staff retention⁴

Computershare has laid on a complimentary staff bus which does three trips morning and evening between the site and Bristol city centre. Chris Llewellyn who runs the Mobility Plan says, *"Existing public transport services were inadequate and staff retention was a big issue because the expense of public transport was consuming a significant portion of the wages of our call-centre staff."* The free bus has benefited both the company and its employees, and is full every day, carrying about 14% of staff.

As regards **employees** a Mobility Plan can:

- 
- improve equal opportunities by shifting from travel perks based on seniority to incentives for sustainable travel available to all staff, including those without access to a car;
 - assure parking for those with most need to access a vehicle;
 - help provide less stressful options for travel to work;
 - give opportunities to build healthy exercise into daily life;
 - reduce journey-times to work;
 - reduce the cost of travel to work, or avert the need to buy a car.

Source: Department for Transport (UK), 2008⁴

The **surrounding community** obtains great advantages by a company Mobility Plan too, as the Mobility Plan can:

- make local streets less dangerous, less noisy and less polluted;
- reduce parking problems;
- enhance public transport;
- improve the environment and the routes available for cycling and walking;
- help create a place which is better to live in, work in and visit and which attracts investment.

Source: Department for Transport (UK), 2008⁴



Mobility Labelling: A New Tool

The Mobility Labelling Tool (MLT) is a new instrument developed by the MoMa.BIZ project that assists mobility management in BIZ and contributes to the promotion of sustainable modes of transport.

The MLT is an online diagnostic self-assessment tool. Respondents answer a number of questions on key mobility themes and on their efforts in promoting and managing mobility policy. These are assessed and the respondent assigned a specific mobility label.

The tool is further enhanced by highlighting 8 icons symbolising key aspects of mobility performance and policy which correspond to Boxes 1-8 of the Boxed Solutions Guide. These icons are colour coded, red (poor), green (good) depending on self assessment responses..

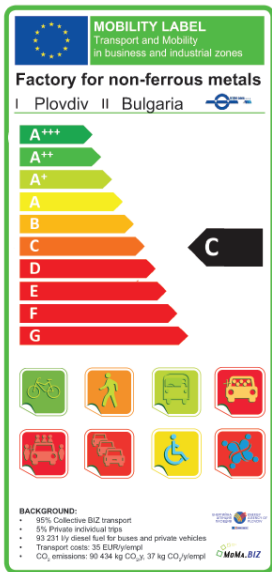
A further spin out is the ability to use the mobility label diagnostic at a company level to demonstrate how the company contributes to the success of the BIZ or as a standalone tool to encourage any business to consider how it can improve its mobility policies and processes.

The tool has clear potential for both mid and long term evaluation of mobility policy. Having established the base line through an initial evaluation it is possible to complete the diagnostic tool at periodic intervals to compare “the

pictures” and evaluate the progression of the BIZ, BIZ member companies or a standalone company. The message is simple “green is good”.

Clearly the label is a straightforward but powerful statement of where the BIZ or a company is at that point in time. It engages the BIZ or the company in a dialogue and creates the opportunity for more in-depth engagement with the mobility manager and if appropriate starts a plan for progression.

Finally, the tool could also serve as a source of inspiration regarding the possible mobility actions that could be implemented.





Promoting Sustainable Mobility

The tool contributes to the promotion of sustainable mobility in three ways:

- 1) The label assigned provides clear and fast information regarding the sustainable modes of transport available to the company/BIZ that adopts it. It, therefore, makes people think twice before using the car for travelling to the company / BIZ.
- 2) Companies are further encouraged to prepare and implement an MP as they could obtain a label which testifies their interest in environmental issues and therefore promotes an environmentally friendly image for the company/BIZ.
- 3) Local administrations have a clear tool to demonstrate the results achieved in a BIZ and to compare one another. This aspect has an impact on the real estate value and the attractiveness of the BIZ.

The tool and further documentation is available at the MoMa.BIZ website:
<http://moma.biz/en/documentation/mobility-labelling>

USEFUL RESOURCES AND TOOLS

COMMERCE

[Creating Optimal Mobility Measures to Enable Reduced Commuter Emissions]
<http://www.londoncouncils.gov.uk/services/commerce/default.htm>

The project's objective has been to increase both the number and quality of MPs implemented by small and medium-sized companies in Europe, by providing them with the tools and standards originating from the European best practices. The project has developed a series of practical guidelines for the development of MPs.

UK Department for Transport

<http://www.dft.gov.uk/>

The UK Department for Transport (DfT) has produced various materials on mobility management and mobility planning:

- "The Essential Guide to Mobility Planning", a guide on developing and implementing mobility plans for businesses. The guide draws together the tried and tested experience of those already in operation, offering a lively and informative overview of what you need to prepare a Mobility Plan and get it up and running.
- "Smarter Choices" which are techniques for influencing people's travel behaviour towards more sustainable options such as encouraging school, workplace and individualised Mobility Planning.
- "A travel plan resource pack for employers", a useful guide for the preparation and implementation of Mobility Plans.
- "Making travel plans work: lessons from UK case studies"

Ways2Work

<http://ways2work.bitc.org.uk/>

ways2work is a business led, business informed initiative to increase efficiency through better ways of working and travelling. It provides practical guidance in promoting sustainable travel and reduced travel in companies as a strategic part of a business improvement programme.

Act Travelwise

<http://www.acttravelwise.org/plan>

This is a UK based network working to promote sustainable travel. Its website contains useful information on MPs.

IEE eLibrary

<http://www.iee-library.eu/>

The Mobility Management section of the IEE eLibrary collects a number of tools and guidebooks focusing on mobility management such as the “eAtomium Mobility Management: training material” and the “Treatise – Mobility Management” guidebook.

Mobility Management Portal

<http://www.eu-portal.net/>

The Portal aims to accelerate the take up of EU research results in the field of local and regional transport through the development of new education and training courses and teaching materials. Its training material can provide a useful insight into CMM and MPs.

EPOMM (European Platform on Mobility Management)

<http://www.epomm.eu/index.php>

Is a network of governments in European countries that are engaged in Mobility Management. Its website provides a collection of information on Mobility Management, useful tools and case studies.

Eltis

<http://www.eltis.org/>

Eltis facilitates the exchange of information, knowledge and experiences in the field of urban mobility in Europe. Its site includes a “Tools” sections that contains guides, handbooks and on-line tools, to support mobility management. There is also available a section with case studies which presents successful examples of urban transport initiatives and strategies giving an insight into the factors of success.

ManagEnergy

<http://www.managenergy.net/>

This is a technical support initiative of the Intelligent Energy - Europe (IEE) programme. Its website includes good practice case studies in the fields of energy efficiency, renewable energy and clean transport, including mobility management, and have the potential to be replicated.

Tools Aiding the Development of MPs

MoMa.BIZ Mobility Labelling Tool

<http://moma.biz/en/documentation/mobility-labelling>

An easy to use tool that following a series of simple questions assesses the accessibility of the BIZ (or company) and the efforts for promoting sustainable mobility in order to assign a label.

TOOLBOX

<http://www.mobilitymanagement.be/>

This is a search facility to help companies develop their own mobility plan, and to help them promote effectively the use of public transport, collective company transport, car-pooling, walking and cycling for home-work journeys.

The tool is available in five languages: English, German, Italian, French and Dutch

MaxExplorer

<http://www.epomm.eu/index.php?id=2745>

A simple interactive tool to help “Mobility Management -beginners” choosing the Mobility Management measures most appropriate to their specific situation. MaxExplorer only gives a first guidance – it is not precise enough to advise specifically on the choice of the measures, on the costs or on the timing.

LimeSurvey

<http://www.limesurvey.org/>

LimeSurvey is an open source online survey application that enables users to develop and carry out surveys, and collect responses in an easy and fast way. This tool can be really useful for the conduction of mobility surveys.

REFERENCES

¹ Creating Optimal Mobility Measures to Enable Reduced Commuter Emissions (CO2MMERCE); “Mobility Plan Guide Book”.

<http://www.londoncouncils.gov.uk/services/commerce/mobilityplan.htm>

² Department for Transport, 2002; Making Mobility Plans work: lessons from UK case studies.

³ TOOLBOX for Mobility Management in Companies

<http://www.mobilitymanagement.be/english/index.htm>

⁴ Department for Transport (UK), 2008; “Essential Guide to Travel Planning”.

⁵ Department for Transport (UK), 2006; “A travel plan resource pack for employers”.



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