



## FURTHER MOBILITY MEASURES

The background features a large, light green rounded square on the left side, which contains several overlapping light blue circles and a green curved line. The rest of the background is white.

# FURTHER MOBILITY MEASURES

Supported by  
**INTELLIGENT ENERGY  
EUROPE** 

## 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

## ACKNOWLEDGMENTS

We would like to thank Mr Domenico De Leonardis, an expert in Mobility Management, for his specialist contribution in the preparation of the present guide.

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

Image source: [www.eltis.org](http://www.eltis.org)

## PROJECT PARTNERS



ENERGIA  
AGENCY OF  
PLOVDIV



## BOX 8 - FURTHER MOBILITY MEASURES

The present box contains some additional mobility measures that are of a more general character and are not limited to one specific mode of transport. They have the potential to augment and underpin the actions listed in boxes 1-7 and significantly contribute to achieving the targets set by the Mobility Plan.

Therefore:

- Have a look through the measures listed;
- Select the most suitable ones;
- Consult the local/regional/national authority as often they offer support;
- Implement and promote the measures.



## 8.1 - Financial Incentives

**Action description:** The BIZ offers financial incentives to employees who are using sustainable modes of transport.

Financial incentives are a very useful tool for encouraging employees to take up and continue to use sustainable modes of transport. They can be direct in the form of travel allowances, or indirect such as vouchers that can be used in certain shops.

Public transport tickets also represent a financial incentive that could be very useful not only to the employees using public transport for their home-work trips but also for those employees cycling or walking to work as they might have to use public transport occasionally, i.e. when the weather conditions are bad, emergencies, etc.

Financial incentives can render the promotion of sustainable transport a lot more interesting and fun through the organisation of competitions among the employees, i.e. winning awards through the collection of points, etc.

**Key factors for success:**

- Partnership with local companies and shops for the vouchers/awards.
- Campaign aimed at modal shift.
- Campaign in the local community aimed at promoting the social policy of the BIZ.

- Promotional offers for employees of the BLZ.

#### Possible barriers:

- Lack of alternatives to the use of private cars.
- Financial investment required.
- Difficult to avoid abuse.

#### Good practice:

- The Mobility Jackpot, initiated by the Büro für Mobilität AG (CH) in 2004, is an innovative lottery to creating awareness for issues of sustainable transport by soft policies within a company, an organisation or a community. In each participating company the Mobility Jackpot's random generator selects one staff member every week. This person is then asked by which means of transportation did he or she has come to work today. (S)he hits the jackpot if (s)he has commuted by bike, on foot, or is making use of public transport or car pooling, and thus wins 50 SF cash (approx. 30,- Euro). If the person chosen has come alone by car, the sum remains in the jackpot for the next week.<sup>1</sup>
- The Province of Asti (Italy) in order to promote sustainable modes of transport among its employees organised a sustainable transport competition. The competition was based on the collection of points every time the employee used a sustainable mode of transport. Based on the number of points collected the employees could claim different awards.
- Computer Associates (Datchet, Berkshire, UK) offers substantial financial incentives – between £150 and £200 – to staff who walk, cycle or car share

for 26 days in six months. Around a third of staff signed up to carpooling, nearly 12% to cycle and 7% to walk for the required days.<sup>2</sup>




## 8.2 - Guaranteed Ride Back Home (Taxi Service)

### Action description:

The BIZ offers a "guaranteed ride back home" service for employees using sustainable modes of transport in the event of the mode of transport not being available.

BIZ companies with flexible working hours and/or with employees doing overtime could consider adopting this action as a "safety net" for employees using sustainable modes of transport, i.e. carpooling, public transport, cycling and walking in the event of the service not being available for some reason. It is also useful in the cases of accidents or emergencies when an employee



needs immediate transportation and the sustainable mode of travel is not able to meet these needs.

This measure plays an important role in encouraging employees to change their mobility behaviour, especially in the case of carpooling, as it provides a reassurance that at the end of the day they will be able to return to their home.

Implementing such a measure, requires a contract or a partnership with a local taxi company.

Clear rules should be laid out in order to avoid abuse of the service.

#### Key factors for success:

- Partnership with a local taxi service company.
- Flexible working hours schedule.
- Taxi service with special prices for the employees even for non-work trips.

#### Possible barriers:

- Difficulty establishing a partnership with the local taxi service.
- Reluctance on behalf of the BIZ management to invest in this measure.

#### Good practice:

- At Orange (UK), staff who arrive at work by carpooling, are offered a guaranteed ride home, should the arrangement fall through.<sup>2</sup>
- Boots (UK) as part of its carpooling scheme introduced a Guaranteed Ride Home. This is rarely used in practice, but nonetheless is a good safety net (it has been called upon only about 6 times in one year).<sup>4</sup>



## 8.3 - Individual Trip Advice

**Action description:** The BIZ provides its employees with the service of giving personal trip advice for optimisation of the home-work trip.

A BIZ may set up a separate service for employees who are interested in the impact of their mobility behaviour. Such a service may act as “live”/“real time” cost and emission calculator and might include – calculation of the transport cost per employee, annual emissions, planning of efficient travel routes, drafting a seasons’ trip scheme, personalised carpool scheme, etc.

### Key factors for success:

- Employees are interested in shifting to other means of transport but may have difficulties in identifying the best option.
- Skilled staff in offering mobility advice.
- An office/centre that contains materials on making one’s trip sustainable.
- The service is offered to clients and visitors too.
- Alternatives to the private car are available.
- Advice is free for employees.

### Possible barriers:

- Employees are reluctant to follow the advice offered.
- No skilled staff to offer the service.
- Possibility to take up work time.

- Investment required.

#### Good practice:

- At the Meadowhall Shopping Centre (Sheffield, UK) personal journey planners were produced for 250 staff, and resulted in a 17% shift from car use to public transport.<sup>4</sup>




## 8.4 - Teleworking & Flexible Working Hours

### Action description:

Employees have flexible working hours and/or the possibility to work from home .

Flexible working hours give employees some choice over the actual times they work their contractual hours by providing some freedom over the time when they arrive and leave the work place . This measure can help in avoiding rush hours, traffic jams, delays, stress, etc.



Teleworking gives employees the opportunity to work from home one or more days of the week. This could be considered as one of the most sustainable mobility measures as it avoids commuting altogether. Nonetheless, it is limited in the type of work that can be carried out by employees remotely. Access to internet, telephone, fax and computer from home, is normally required. It is also essential that high levels of trust are established between the employer and the employee.


If the BIZ does not allow employees to work from home, then a teleworking office might be a solution. It is applied in organisations who have multiple locations or in distant regions and big cities. Staff may find it easier to commute to a local office which is closer than their normal place of work or use the service to minimise business travel.

#### Key factors for success:

- Employees can balance professional and private life.
- Cuts down travel costs.
- Less stress when working at home.
- Less parking space required at the BIZ.
- Promotion of good social policy.
- Reduction of office costs, i.e. electricity, printing materials, etc

#### Possible barriers:

- Employees are distracted from their professional tasks.
- Poor management system for arranging the flexible hours.

- 
- Employees consider it discriminatory if the measure is not applied to all employees.
  - In cases of emergency it is impossible to react quickly.
  - Insurance and health issues.

### Good practice:

- Breakdown calls to the AA are normally taken at one of four dedicated call centres. Since the end of 1997 however, the AA has also had a small number of employees handling calls from their own homes. ISDN lines have been put into the teleworkers' homes and they take calls in the same way as office staff. An AA member will ring in and the automated call distribution system in the call centre will pass the call to whoever has been free the longest. If that is a teleworker, the call will be diverted down the ISDN line to their home.<sup>4</sup>
- Over recent years IBM has moved to a culture of flexible working, including home working and 'mobile working' from other office locations. This has been made possible thanks to personalised phone services that allow employees to receive messages remotely, fast internet connections, more interaction and knowledge sharing. Apart from the organisation, a personal culture shift to change working patterns was also necessary. Trusting employees was essential. Some 80% of IBM UK staff now sometimes work at home, 13% for a significant proportion of time.<sup>2</sup>
- Consulting ADAS (UK) introduced IT-based working practices and reduced office sites from 90 to 25. More than 500 staff now work permanently from home and more than 1200 use internet e-mail systems. Each home-based

consultant is estimated to have reduced car use in the course of their work by 2000 miles a year.<sup>4</sup>

- At an Orange site in Plymouth (UK), shifts were organised according to staff location, to facilitate carpooling.<sup>2</sup>



## 8.5 - Mobility Office/ Mobility Centre

### Action description:

The BIZ has established and runs a Mobility Centre/Office for its employees.

The mobility centre/office is the point of coordination and implementation of the mobility management activities of the BIZ companies. Its activities can be grouped in four categories:

1. Background study of the mobility situation and issues at the BIZ, i.e. on-site evaluations, mobility surveys, interviews with employees, collection of comments and/or complaints from employees, etc.
2. Drawing-up of the mobility plan, i.e. collaboration with both management and employees for the identification of the mobility actions that best meet the needs of the BIZ as well as maximising the budget available.
3. Implementation of the mobility plan and offering mobility information, i.e. coordination and taking action to put the mobility measures in place, acting as a point of reference for the employees interested in changing their mobility behaviour. First point of reference for visitors to the BIZ.
4. Evaluation and continuous improvement, i.e. determining the indicators with which to measure the impact of mobility actions implemented and systematic analysis of the data to report on progression. Facilitating continual improvement in the delivery of mobility strategies for the benefit of the BIZ, its employees and the community as a whole.



The mobility centre/office requires adequate resources and trained personnel to deliver a wide range of mobility strategies.

A single mobility centre, responsible for the entire mobility management process ensures a well coordinated service and contributes considerably to its success.

An ambitious mobility plan requires significant funding and investment. The BIZ and its companies need to commit to how it will finance the delivery of the plan. This includes consideration of employee incentives / non incentives however, it is recommended that the services offered by the mobility centre are free of charge to all users. Collaboration with the local authorities in order to extend the services of the mobility centre/office to the entire community may provide an additional source of funding.

#### Key factors for success:

- Raising awareness campaign.
- Skilled staff to run the office/centre.
- Broad-spectrum services and special mobility advice.
- Offers personalized mobility plans.
- Plans the mobility events in the BIZ.
- Collaborates with the local transport- and mobility-related topics.
- Financial resources for personnel and services feed-in, premises, hardware and software.

### Possible barriers:

- Significant investment needed.
- Experts to staff the centre are required.





## 8.6 - Transport Planning and Land Use

**Action description:** The BIZ has a vision for its continual development and potential expansion and integrates sustainable transport networks within its mobility policy.

Often it is companies within a BIZ which continue to grow and expand or new companies who relocate within the BIZ. Therefore, it is important that the BIZ management has a clear view and is actively involved in the future planning and development of sustainable modes of transport. Such actions can contribute to the “green” image of the BIZ.

### Key factors for success:

- Collaboration with local authorities.
- Transport planning and land use is undertaken by experts.
- Raising awareness and promotion of the mobility plans and transport policy changes.
- Transparency on mobility policies.
- Promotion of the “green” image.

### Possible barriers:

- The BIZ architectural structure is not appropriate for transport planning.
- Partnership with transport and mobility experts is expensive.
- Difficult y in achieving collaboration with local authorities.

## 8.7 - E-shopping Service

**Action description:** The BIZ offers the facilities for an e-shopping service.

Employees often do shopping before, during (lunch breaks) or after work. The BIZ can help cut car use by providing web site links to home delivery services thus reducing the need for employees to make intermediate stops during the home-work journey. This will act as an incentive to promoting the mobility plan and help reduce the use of private car use as a “home – shop –work-shop -home” convenience.

**Key factors for success:**

- Analysis of employees' demands.
- Good partnership with local companies.
- Promotional offers for employees.
- Raising awareness on the BIZ social policy in the local community.

**Possible barriers:**

- Complex negotiations required.
- Employee incentives have to be negotiated.
- Employees will not engage with the home delivery service negotiated and prefer their existing shopping arrangements.

## 8.8 - Provision of General Services on Site

**Action description:** Employees have access to a wide range of services on site, i.e. shops, gyms, bank, post office, childcare, etc.

Creating a business and social community where employees can integrate both their daily work and personal needs can reduce non essential journeys. The BIZ needs to consider these softer “non-business “ requirements (i.e. post office, cash dispensers, gym, etc.) and identify if it has the capacity to meet them. In doing so it creates new, if non-traditional services which enrich the social BIZ offer.

### Key factors for success:

- Partnership with local companies and service providers.
- Promotional offers for the employees.
- Understanding of the needs of the employees.
- Promotion of the services offered on site.

### Possible barriers:

- Employees prefer to shop by themselves.
- Difficulty in establishing partnerships with local companies.

## Good practice:

- In the UK, the DVLA of Swansea has an on-site pharmacy and a dry-cleaning collection service. A lunch time a shopping shuttle bus into Swansea also operates from the site once a week.<sup>3</sup>
- Unipart have provided a number of on-site facilities for staff at their site on the outskirts of Oxford. These include a nursery, a gym, squash courts and a health and beauty facility offering hairdressing, chiropractic services, osteopathy etc.<sup>4</sup>
- In Antwerp (Belgium), Agfa-Gevaert (6,000 employees) has its own company shop where one can buy all kinds of goods.<sup>3</sup>
- In the UK, Manchester Airport Plc has a crèche facility on site.<sup>3</sup>
- In Leeds (UK), Addleshaw Booth & Co has an on-site gym.<sup>3</sup>



# USEFUL RESOURCES AND TOOLS

## **TOOLBOX** <http://www.mobilitymanagement.be/english/measures/meas9.htm>

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

## **ELTIS - THE URBAN MOBILITY PORTAL** <http://www.eltis.org>

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

## **UK DEPARTMENT FOR TRANSPORT**

<http://webarchive.nationalarchives.gov.uk/20110130183933/http://www.dft.gov.uk/pgr/sustainable/travelplans/work/essentialguide.pdf>

"The Essential Guide to Travel Planning" of the UK Department for Transport contains useful information on car parking management.

## **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.eu-portal.net/>

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.

## **REFERENCES**

<sup>1</sup>Eltis – The Urban Mobility Portal  
<http://www.eltis.org>

<sup>2</sup>Department for Transport(UK), 2002. “Making Travel Plans Work: lessons from UK case studies”.

<sup>3</sup>TOOLBOX for Mobility Management in Companies  
<http://www.mobilitymanagement.be/english/index.htm>

<sup>4</sup>Department for Transport (UK), 2006. “A travel plan resource pack for employers”.





The sole responsibility for the content of this publication lies with the authors. It does not necessarily reflect the opinion of the European Union. Neither the EACI nor the European Commission are responsible for any use that may be made of the information contained therein.