

CiViTAS
Cleaner and better transport in cities

VANGUARD
.....

Proceedings and interactive exercises outlines

**Training event
Company Travel Plans
Szentendre, 18-19
November 2010**

January 2011

Status: Final



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1. Executive Summary

This report provides you with proceedings of the third CIVITAS VANGUARD Training on 18 and 19 November 2010 in Szentendre, organised in cooperation with CIVITAS ARCHIMEDES. All PowerPoint presentations, the evaluation report, the participants list and the resource pack, as well as this report, can be downloaded from the [CIVITAS website](http://www.civitas.eu)¹.

Photographs of the event can be viewed on the website as well.

CIVITAS VANGUARD considers it important to share the outlines of interactive exercises that took place during the training event, for transfer and replication.

¹ <http://www.civitas.eu/downloadcenter.phtml?lan=en>



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3. Introduction

This report gives an overview of the third CIVITAS VANGUARD Training on 18 and 19 November 2010 in Szentendre, organised in cooperation with CIVITAS ARCHIMEDES. The training was dedicated to the subject of company travel planning, in order to support CIVITAS Plus cities. The training provided relevant theoretical background and good practice examples. Several practical exercises and plenty of opportunity for questions and discussion gave the participants the necessary support for local actions.

The document provides you with methodological information about three interactive exercises:

- Local challenges, with the very interesting force field analysis approach.
- Local actors exercise
- Evaluation exercise

The information about these exercises is presented in such a way that it can easily be transferred to other (local) training events within the CIVITAS programme, or beyond.

4. Programme

Thursday, 18 November 2010

Moderator: Rick Lindeman, NL Agency

09:30 Arrivals and registration

10:00 Opening session

10:30 Introduction in mobility management

Sarah Martens, Mobiel 21

11:10 Mobility Management in Europe: a comparative analysis

Melanie Leroy, EUROCITIES

11:35 Overview of CIVITAS ARCHIMEDES actions in the field of mobility management

Stephen Kelly, Brighton and Hove

12:00 Budapest example: mobility plan measures for businesses and residents along Rakoczi Avenue

Balázs Mezős, Studio Metropolitana

12:15 Lunch

13:00 A holistic look into accessibility and mobility

Graham Riley, *Highways Agency, influencing travel behaviour programme manager*

14:00 Experiences in implementing mobility management at companies

Minze Walvius, *Advier B.V., Managing Mobility*

14:55 Coffee Break

15:25 Session Local Challenges

Break-out sessions to engage participants in real-case discussions about company travel planning

17:00 Closing remarks

17:30 Training concludes

Friday, 19 November 2010

Moderator: Rick Lindeman, *NL Agency*

08:30 Arrivals and coffee

09:00 Opening

09:05 Session Actor Relations

Tom Rye, *Edinburgh Napier University, Professor of Transport Policy and Mobility Management*

- Travel Planning activities of a local authority – **Stephen Kelly**, *Brighton and Hove*
- Break-out sessions: How to identify good candidate organisations for travel planning? What tools can you use to approach companies and to encourage them to adopt mobility management?

10:40 Coffee break

11:10 Session Actor Relations, continuation

12:30 Lunch

13:30 Session Evaluation

Tom Rye, *Edinburgh Napier University, Professor of Transport Policy and Mobility Management*

- Why monitor and evaluate? How to monitor and evaluate?
- Interactive session in small groups
- Presentation on MaxSumo as a scheme planning tool

15:45 Closing remarks and evaluation

16:00 Training concludes

5. Proceedings

Opening Session

After a short ice breaker exercise, **Rick Lindeman, NL Agency**, presents the morning programme, which is a general introduction to Mobility Management. The session was initially conceived as an introduction for the less experienced participant, but in the end all participants registered for this session. (This coincides partly with the findings of the quick scan of the audience).

Sarah Martens, Mobiel 21, presents on behalf of EPOMM-Plus the European structures promoting Mobility Management. She also presents the nature of Mobility Management measures. The Liechtenstein INFICON AG case study is used to explain what kind of measures companies can take to improve the modal split in home to work traffic.

Melanie Leroy, EUROCITIES, presents on behalf of EPOMM-Plus the comparison between EU countries with regards to approaches to Mobility Management. The presentation reflects on the differences between vision on MM, the governance structure, and the measures taken. Different backgrounds in each country lead to a different approach. The sector is very strong in innovation. These innovative measures need to be cherished. Campaigning is at the core of MM and recent publications help Mobility Managers with accomplishing them.

In the question round following the two presentations, there is particular interest in companies charging for their staff for parking on company territory. A remark is made that a clear professional profile is emerging from the list of activities that are undertaken in the field of Mobility Management, although in several cities MM activities are implemented by generalist transport planners. It is not possible to name a general principle reason for stakeholders to engage in MM activities. This is different to each situation and linked to the objectives aimed at.

Stephen Kelly, Brighton-and-Hove, presents the CIVITAS ARCHIMEDES activities in the field of Mobility Management. He explains that it is not always easy to differentiate between Mobility Management measures and other measures (e.g. electric vehicle deployment combined with incentives packages, Public Transport real time information systems). He stresses the importance of productive working partnerships. There is a lot of MM activity to celebrate. Travel plans have an important role to play in MM. The profile of the activities has to be kept high and experiences have to be experienced.

Questions to Stephen Kelly inquired about the involvement of school staff in school travel plans. Brighton-and-Hove has had positive experiences, addressing the whole school population including staff members as champions for specific modes. Another remark was that modal shift is not necessarily a linear process, but needs different stages of experiencing and enjoying different modes at times that it is the most convenient for the target group. These experiences lead to changes in bias, and eventually to a change of behaviour.

Balazs Mezös, Studio Metropolitana, presents his experiences in developing company travel plans (CTPs) within the COMMERCE project. They have developed 7 CTPs for companies up to 1300 employees. The efforts were concentrated on a specific corridor (Rakoczi Avenue) where the CTP activity coincided with the urban renewal of the avenue.

Key note speeches

The afternoon session started with a short introduction of **Marta Szigeti Bonifert** about the REC and its activities. Mrs. Szigeti Bonifert welcomes the participants and wishes them all the best for the days to come.

Graham Riley, Highways Agency, presents the business case for Mobility Management from the side of a road operator. Not only does Mr. Riley promote “changing travel behaviour” in the region his agency is responsible for, but he is also a company travel planner for his own colleagues, a group of 600 people. The challenges his organisation faces are traffic growth, journey reliability, casualties, air quality and climate change and the dilemma between choosing between economic prosperity and pressures from new development. In this regard they have moved from a predict-and-provide approach to a predict-and-manage approach, within the planned capacity. His organisation has developed 100 company travel plans between 2004 and 2010.

The Highways Agency is consulted when new developments are planned close to their highways network. Companies are persuaded to reduce generated trips to acceptable levels by travel planning. If their efforts are sufficient, developments can go ahead. The CTP activities undertaken offer good value for money, with benefit to cost ratios going up to 13 to 1. Essential in this approach is to lock in the benefits accomplished, by changing the nature of road use and capacity. Carrying through lessons learned can increase the efficiency of the network at low cost.

Did the Highways Agency think of pricing policies? The previous government was interested in pricing and has started the M6 toll road. This is not functioning well. The current government has no plans for pricing, and looks into investments in new infrastructures. Another question relates to highways management measures: the HA deploys differentiated speed regimes and works with hard shoulder running schemes. (i.e. the use of unused road space at peak hours). Mr. Riley clarifies the figures related to the cost benefit ratio examples he presented. These follow a standard methodology, also applied to infrastructure management. In order to convince engineers, it is necessary to speak their language.

Minze Walvius, consultant at Advier, emphasises the importance of speaking the language of the companies dealt with. Traffic to and from companies is diverse. It includes commuter, business trips, visitors, consultants and interim staff. He identifies a direct relation between the travel time to work and the length of the employment at the company. People who have to travel more than one hour to work, tend to change jobs after three years. This is an extra cost to companies.

He sees the real estate owners as the only real stakeholder: companies tend to change location every 8 years, political legislations last 4 to 5 years, and people change jobs on regular basis. The real estate owners are the only ones who last for a longer period (10 to 15 years). If this actor can be convinced that value of property is linked to accessibility and not to the number of parking spaces, this can be the start of a business case. From the long list of stakeholders, mobility managers are often only interested in measures for employees. This is not sufficient. A company travel plan should include an analysis of stakeholders to address in different stages of the process.

He stresses the importance of accessing the right negotiation level. The list of parties that will be encountered is long: business improvement districts, real estate owners, campus

management, company park management, facility manager, human resources. None of them are aware of the cost factor that transport represents in the company. Mr. Walvius has developed the 'mobility budget' concept for employees, where employees get a virtual budget they have to use for travelling to work. Money saved can be paid to employees.

Local challenges session

Previous to the training, registered participants have been invited to identify any particular challenge from their own city they would like to discuss and to receive feedback on from the rest of participants. Based on the challenges suggested, the organisers of this training have selected 5 cases to be presented briefly by the person who put forward the challenge, and discussed in different groups, each of them supported by a facilitator.

These were the cases analysed:

- Coimbra: Site-Based Mobility (Travel) Plan
- Aalborg: Strategy for involving companies in travel planning
- Brighton: How do you engage with Senior Managers in the business of travel planning?
- Budapest: Bike storage in the city centre area
- Ljubljana: parking management in public service buildings

The report of this session, as well as the outline of the briefing of facilitators (which can be replicated) is available in annex.

Session actor relations

Tom Rye kicks off a day of exercises on involving companies into company travel processes.

Stephen Kelly starts with a short introduction on how Brighton-and-Hove approaches companies. His main advice is to build relationships, find the right person in the organisations you work with, create practical support for the companies you work with, be patient with the partners you work with and start from a simple action plan. The availability of some funding of course helps.

Within the Brighton-and-Hove partnership 30 companies are present, and 25 have company travel plans. A monitoring tool (iTrace) provides the information to follow up on the efforts. There is a question about the financial aspects of company travel planning. When do cities know that companies are sufficiently committed? A travel coordinator needs to be assigned for a year. The municipal money comes with a target for the company. With a travel plan comes the commitment to use the iTrace monitoring tool. An informal contract lays down the expectations between the parties involved, including financial aspects. Funding of equipment is in most cases 50/50 or in case of non-profit organisations (hospital) 75/25. And how is the process initiated? Sometimes the city reacts to direct requests from companies, who have been informed by campaigns (eg. 10:10) or by municipal webpages. With the Climate Change Act, the UK has a favourable legal framework for stimulating carbon cuts. Calling up companies, or e-mailing them did not work. Letters worked better. Presence at business events and lunches with CEOs proved to be efficient.

As an exercise, the participants are asked to develop a strategy to identify and contact candidate companies (exercise 1) and prepare a presentation to motivate senior managers to engage in company travel planning (exercise 2). These presentations are available upon request. The outline of the exercise (to be replicated) is available in the annex.

Session evaluation

Tom Rye presents the basics about evaluation. Evaluation helps us to learn of experiences. Mr. Rye explains the differences between monitoring and evaluation. Monitoring is determining what has happened – evaluation is finding out why it happened.

Professor Rye focused on possible practical problems: money, capacity, careful survey design, locking-in counts into measures. Everything is interesting in MM, but not everything is interesting to be asked in a survey. Think about what results you want to publish, and only ask these questions. Surveys need to be linked to objectives. The only way to improve survey design is to test. What if people don't respond, or if the right people don't respond? In this regard it is worth mentioning that it is clear that in most cases geographical location of respondents is important for MM, so balanced turn-out can be checked through postcodes.

In an interactive exercise, participants were asked to develop an evaluation strategy for three concrete cases. First, practical problems with monitoring and evaluation were listed:

- Weather (as this changes temporarily the behaviour of people and can hinder field work)
- Poor questionnaire design
- Your questions don't reflect your objectives
- People don't respond/the right people don't respond
- No control group
- The methodology uses too many resources and/or is too demanding for the respondents

The outline of the exercise (for replication) as well as the answers coming from the audience is available in the annex to this document.

Conclusions

The two training days were very rich in terms of content. Here are a few of their main conclusions:

- In general, soft measures do not avoid the need for hardware and infrastructure. They improve the results of 'hard measures'.
- Solid business cases do not only focus on one mode, but at the complete modal distribution.
- It is recommended to focus on schemes with large potential for change.

- Use industry terms in communication with companies and focus on clear (financial) benefits.
- Try to find the right contact person within the company and identify all important stakeholders (e.g. real estate owners).
- Don't make the initial action plan too ambitious.
- Mainstream the activity, Mobility Management should become part of the company management processes, not an activity in the margin.
- Monitor and evaluate the effects. Limit yourself to the most relevant questions.

ANNEX1 Local challenges

Briefing facilitators and presenters of the session on ‘Local Challenges’

Thursday 18 November 2010, 15.25 – 17.00

This session aims to engage participants in real-case discussions about company travel planning, namely local challenges.

Previous to the training, registered participants have been invited to identify any particular challenge from their own city they would like to discuss and to receive feedback on from the rest of participants. Based on the challenges suggested, the organisers of this training have selected 5 cases to be presented briefly by the person who put forward the challenge, and discussed in different groups, each of them supported by a facilitator.

The methodology proposed for this group exercise is an adaptation of the “**Force Field Analysis**” tool². The Force Field Analysis is broken down into 8 stages. Based on that, the structure of the group exercise is the following:

- **Introduction to the challenge (5 minutes)**

The person who puts forward the challenge, the presenter, explains it to the group. He/She can bring some material to help illustrating the local challenge.

- **Q&A from participants (5 minutes)**

In order to ensure that everyone in the group understands the challenge, some time is allocated for questions and answers.

After the Q&A, the group should be able to:

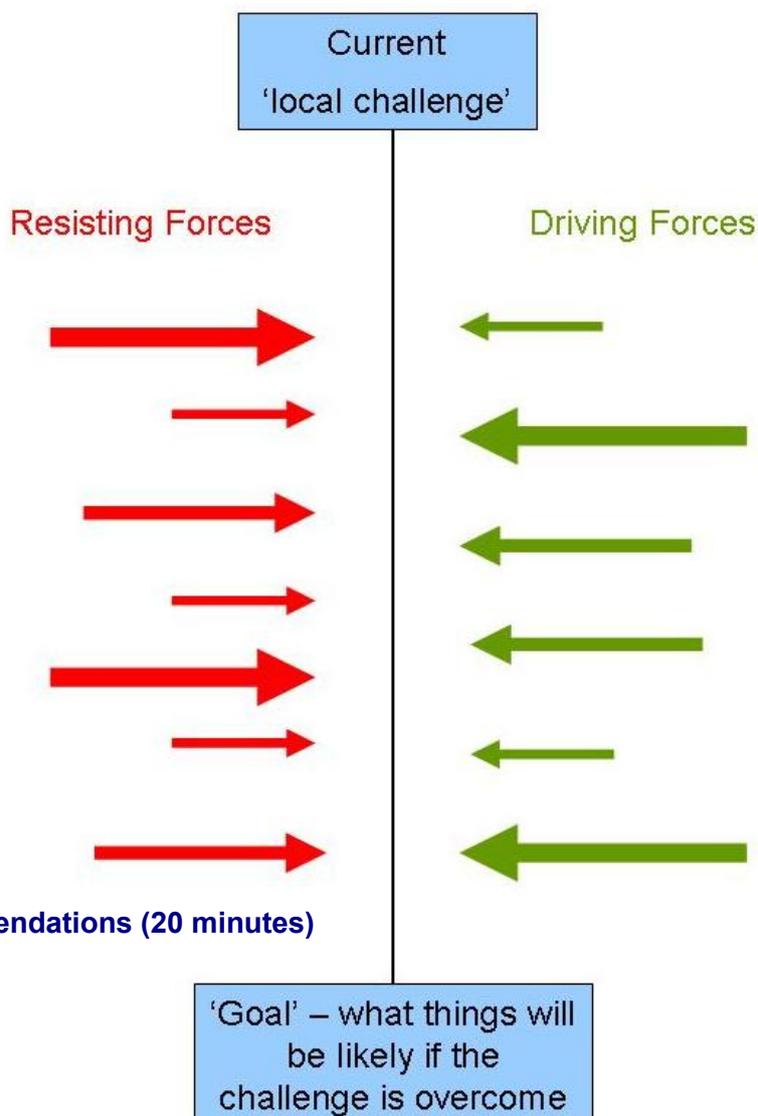
Stage 1	Identify the current ‘challenge’ or whatever needs to be changed
Stage 2	Identify the goal – vision of how things would be if your challenge was resolved.

² Force Field Analysis (Lewin, 1951) is a tool that enables you to identify which issues, agendas, structures or processes need to be addressed – either encouraged or challenged, to bring about the change you desire.

- Analysis (30 minutes)**

All participants express their opinions about the challenge and together they undertake a Force Field Analysis. The group facilitator should lead this exercise focusing on the following stages 3-5:

Stage 3	Identify the forces that are resisting change or supporting the status quo. The group should identify individuals, groups or circumstances as opposing forces, however it is important to identify the 'cause' of that resistance. Write the name of the resistance, not the name of the group or individual.
Stage 4	Identify the forces driving change (helping to overcome the challenge). Again, list causes, not people.
Stage 5	Map forces onto a sheet as shown in the figure below, demonstrating the size and power of each force by sizing and/or weighting the arrows (the bigger the force, the bigger the arrow).



- Recommendations (20 minutes)**

Once the diagram of forces is drawn on a flipchart, the group agrees on some recommendations that can help the presenter to overcome the challenge and achieve the goal. These recommendations should consider the following 3 remaining stages:

Stage 6	Consider what you can do, or what can be done, to increase the power of the driving forces.
Stage 7	Consider what you can do, or what can be done, to minimise the power of the resisting forces.
Stage 8	Select to work on those forces most likely to give you the result.

.....

At the end of the session, each Force Field Analysis will be displayed in several flipcharts and the moderator of the session will “interview” each of the presenters who will explain the analysis and summarise the recommendations discussed to their local challenge.

A summary of the roles/tasks of presenters and facilitators

- **Presenters:** During their group exercise, each presenter will introduce their local challenge and answer the questions other participants may have. The presenter may want to bring along some material to illustrate the case (maps, data, dissemination material, etc...). At the end of the session, each presenter will be interviewed by the moderator.
- **Facilitators:** They will have the crucial role of leading their group, making sure the case is clearly explained and analysed using the Force Field Analysis methodology described above, the facilitator should make sure all participants contribute with their experiences and ideas.

Note about logistics

The organisers will provide each group with a flip-chart, some marker pens and cardboard “arrows” of different weights to be used for drawing the diagram of forces.

Title of your local challenge

Coimbra: Site-Based Mobility (Travel) Plan

Short Description - Max. 100 words

Development of a mobility (travel) plan applied to several sites, specifically the University Hospital (Central Hospital), Oncology Hospital, and University Health Campus (composed of by the Medical School and Pharmaceutical School). All three sites are contiguous and located in a consolidated urban environment with severe traffic and accessibility problems.

In Portugal there is no tradition in mobility management, specifically in Site-based Mobility Plans. In this sense, Coimbra is developing a pilot project and has very few national examples. Also, the legal framework for mobility management in Portugal is vague and disperse.

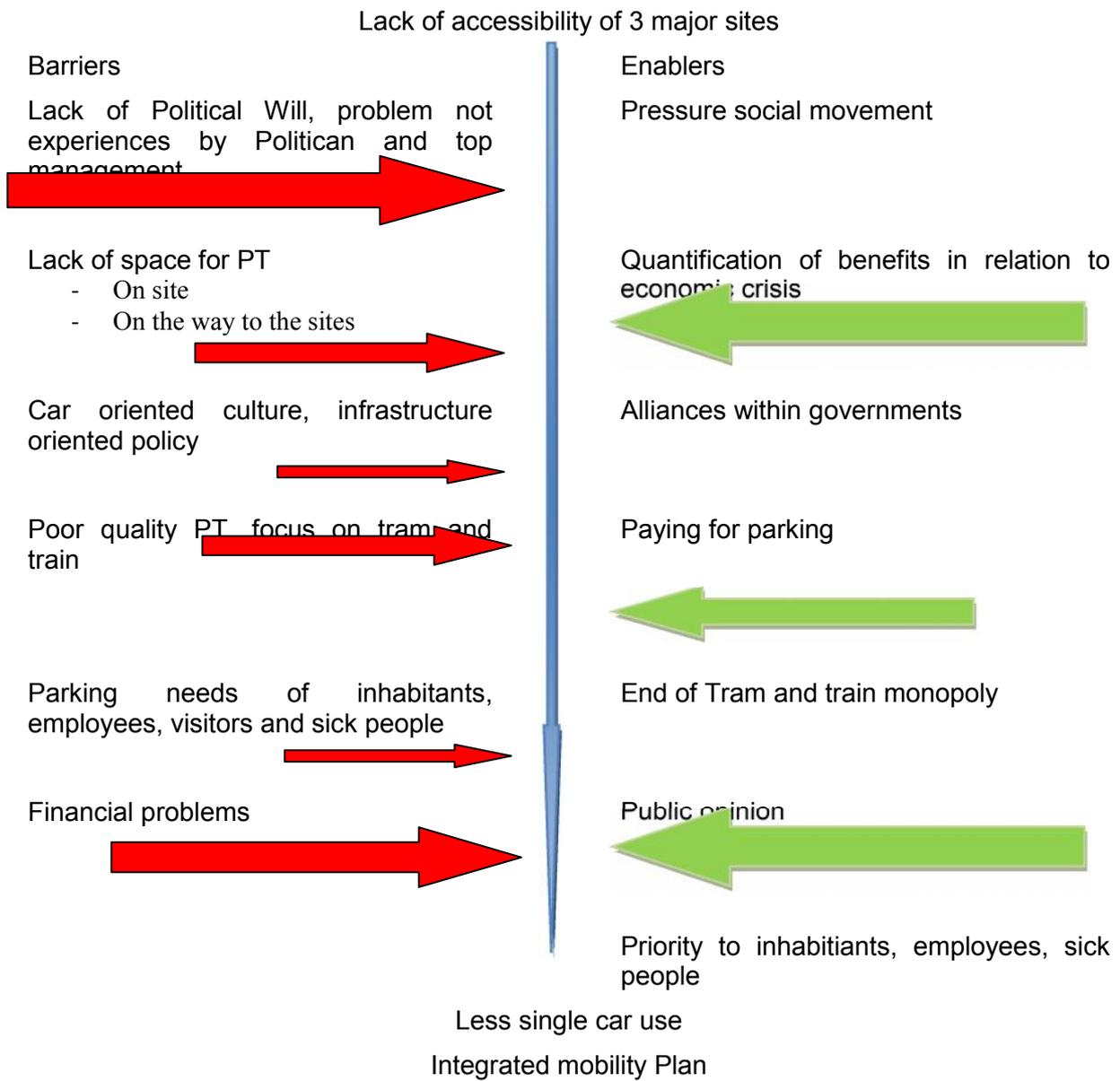
What kind of feedback would you like to receive from the other participants? - 50 words

- How to commit the different entities to embracing the plan, especially its implementation after the termination of the CIVITAS MODERN Project;
- How to integrate the site-based travel plans into a broader mobility plan (namely how to integrate various sites into one coherent plan and also how to integrate it with the mobility management of the surrounding area);
- Examples of adequate measures applicable to each site;

What kind of material would you be able to bring to illustrate your case? (e.g. maps, data about modal split, pictures, brochures, leaflets... - 50 words

- Maps;
- Pictures;
- Traffic and commuter data;
- Public transportation data;
- Preliminary site audit/assessment data;
- Terms of Reference for Mobility Plan (Working Document in Portuguese);

Conclusions:



Title of your local challenge

Aalborg: Strategy for involving companies in travel planning

Short Description - Max. 100 words

In Aalborg, it is a big challenge to reach out and involve companies in travel planning. Challenges are:

- * Incentives for the companies - why should they do travel planning?
- * How to sell the message of greener transport and health to the companies
- * Local participation and involvement from the employees in the company

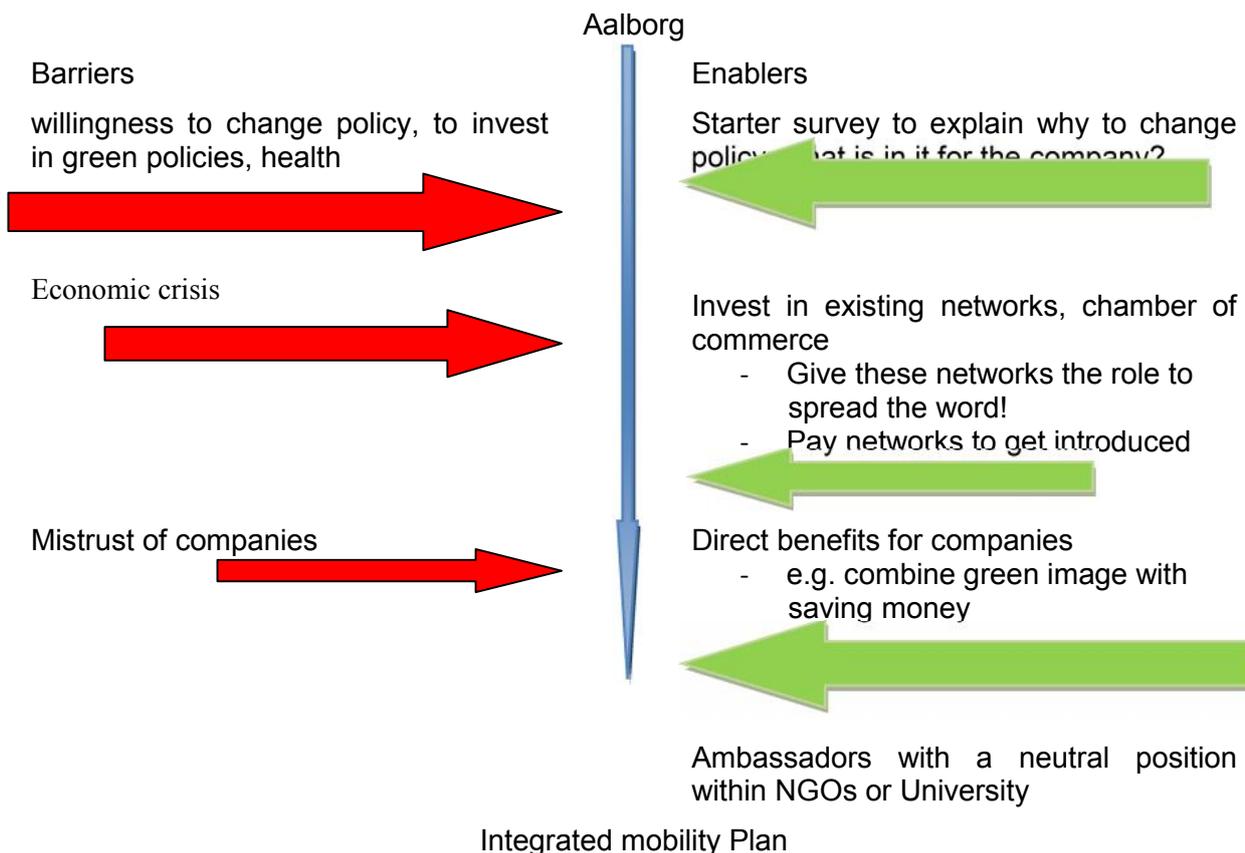
What kind of feedback would you like to receive from the other participants? - 50 words

Hear which strategies other cities pursue to reach out, motivate and involve companies in travel planning.

What kind of material would you be able to bring to illustrate your case? (e.g. maps, data about modal split, pictures, brochures, leaflets... - 50 words

I can bring some of our travel planning brochures, however, they are only in Danish

Conclusions:



How to find the right ambassadors and cooperate with companies?

- Find methods to “break the ice” or “open the door”:
 - incentives, survey,
 - employee participation and involvement
 - Use the existing networks: service clubs, etc.
- Offer free publicity for the company, for instance a photo of the director with an elderman in a newspaper.
- Make the measures free of charge for participating companies, through EU funding.
- Insert Bonus/Malus principles in business deals (lower rates in year 2, when target realized in year 1).

- Communicate cost benefits to companies and their CEOs.
- Conduct a survey to identify interested companies within the target group or city corridor or zone.
- Challenge CEOs to take responsibility and identify problems.
- Increase knowledge within public sector about how private sector works.

Title of your local challenge:

Brighton: How do you engage with Senior Managers in the business of travel planning?

Short Description - Max. 100 words

When we work with businesses and organisations on travel planning we rarely get to meet with directors or senior managers and yet this high level support is vital if a travel plan is going to succeed.

Senior managers control budgets, can lead by example, influence employees, develop strategy and policy – for all these reasons they need to be involved in travel plan development – and yet often they aren't.

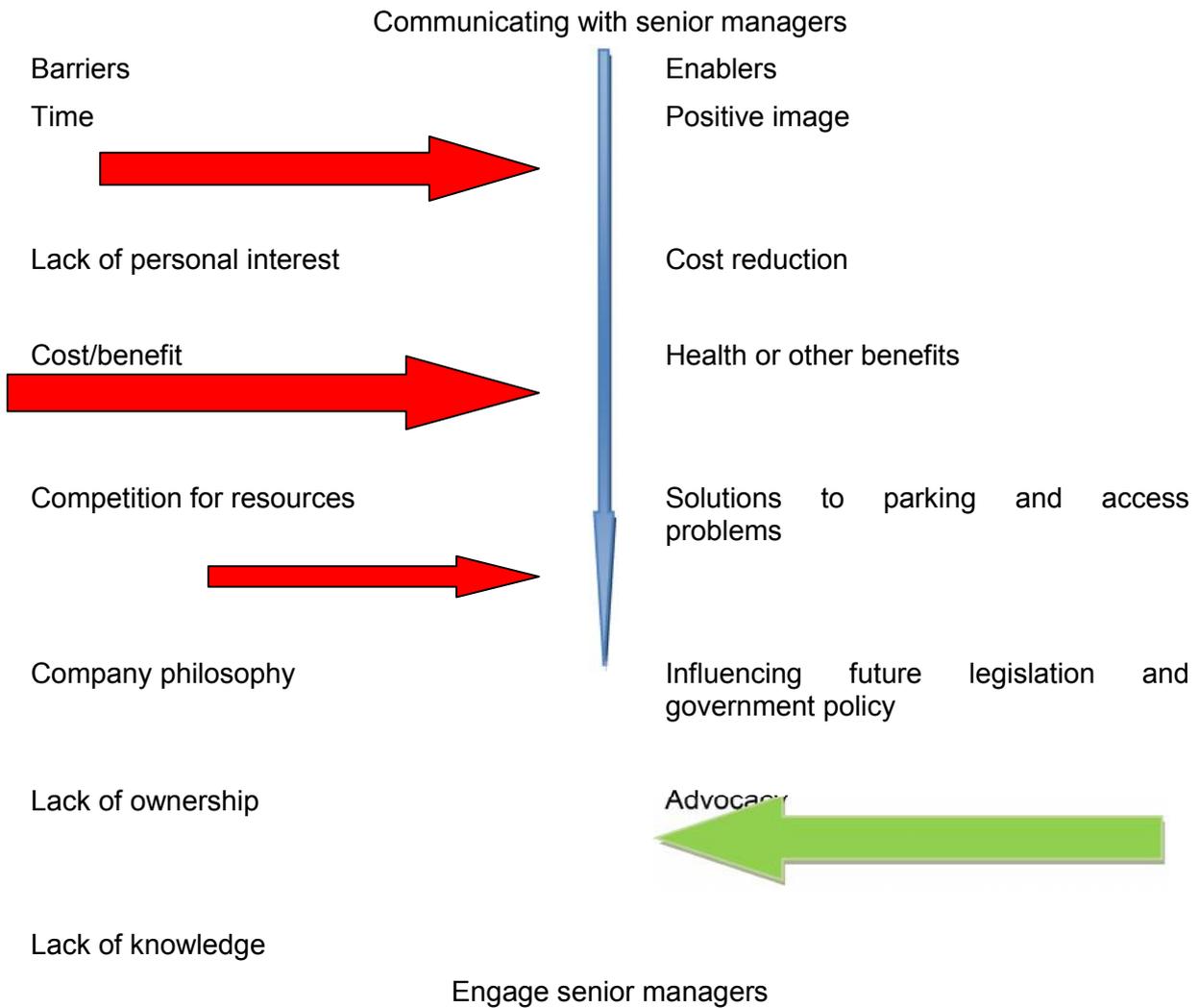
What kind of feedback would you like to receive from the other participants? - 50 words

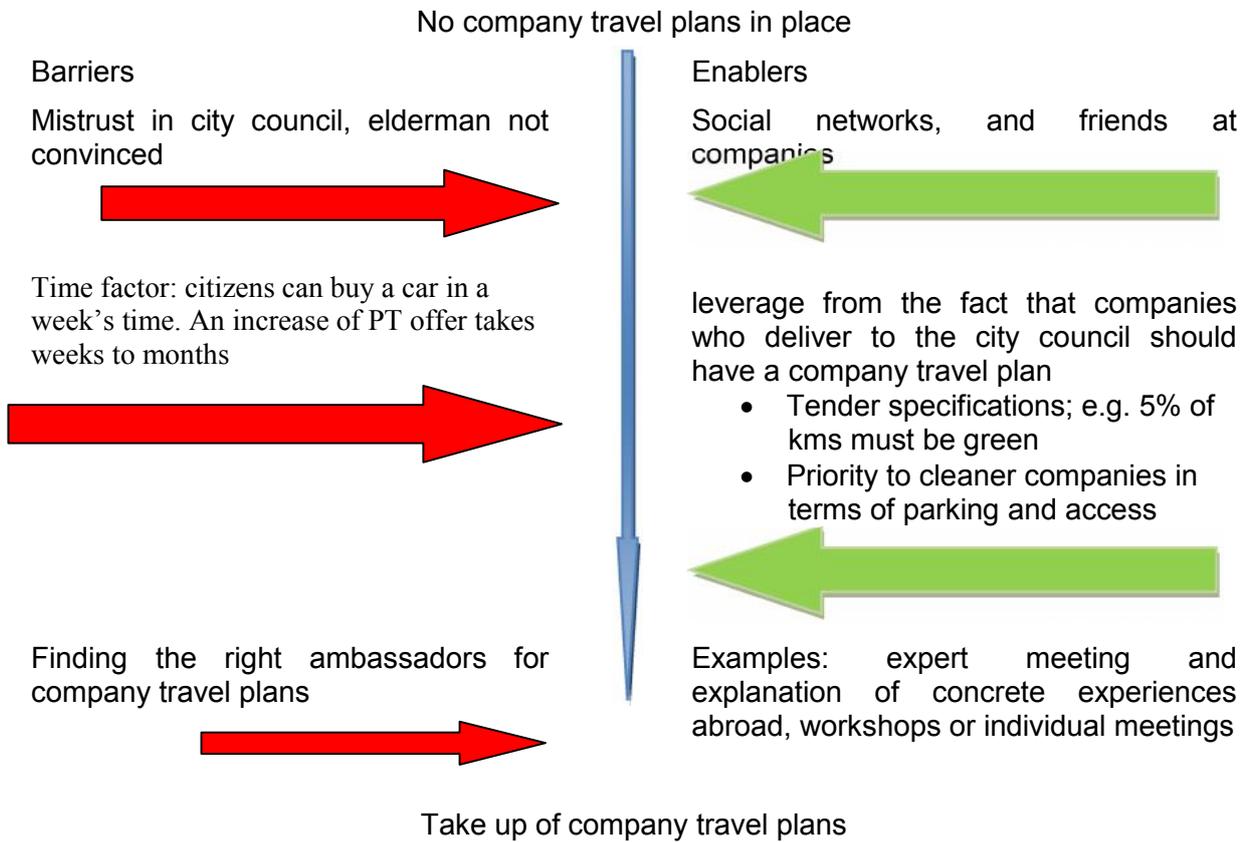
Have colleagues had any success in meeting with senior managers and if so what strategies have they used?

What kind of material would you be able to bring to illustrate your case? (e.g. maps, data about modal split, pictures, brochures, leaflets... - 50 words

I don't really have any relevant materials, but I will be referring to some of the organisations in the presentations that I am giving at the training, so this will provide some background to the challenge if it is selected for discussion.

Conclusions





Title of your local challenge

Budapest: Bike storage in the city centre area

Short Description - Max. 100 words

There are many companies – both SME-s and larger ones – that are based in the downtown area. Reaching these offices by bike is quite achievable as they are located in the centre. Some office buildings have their own parking lot where bikes can be located as well, but in general, parking the bikes during working hours represents a problem that can hinder the wider uptake of this kind of transport.

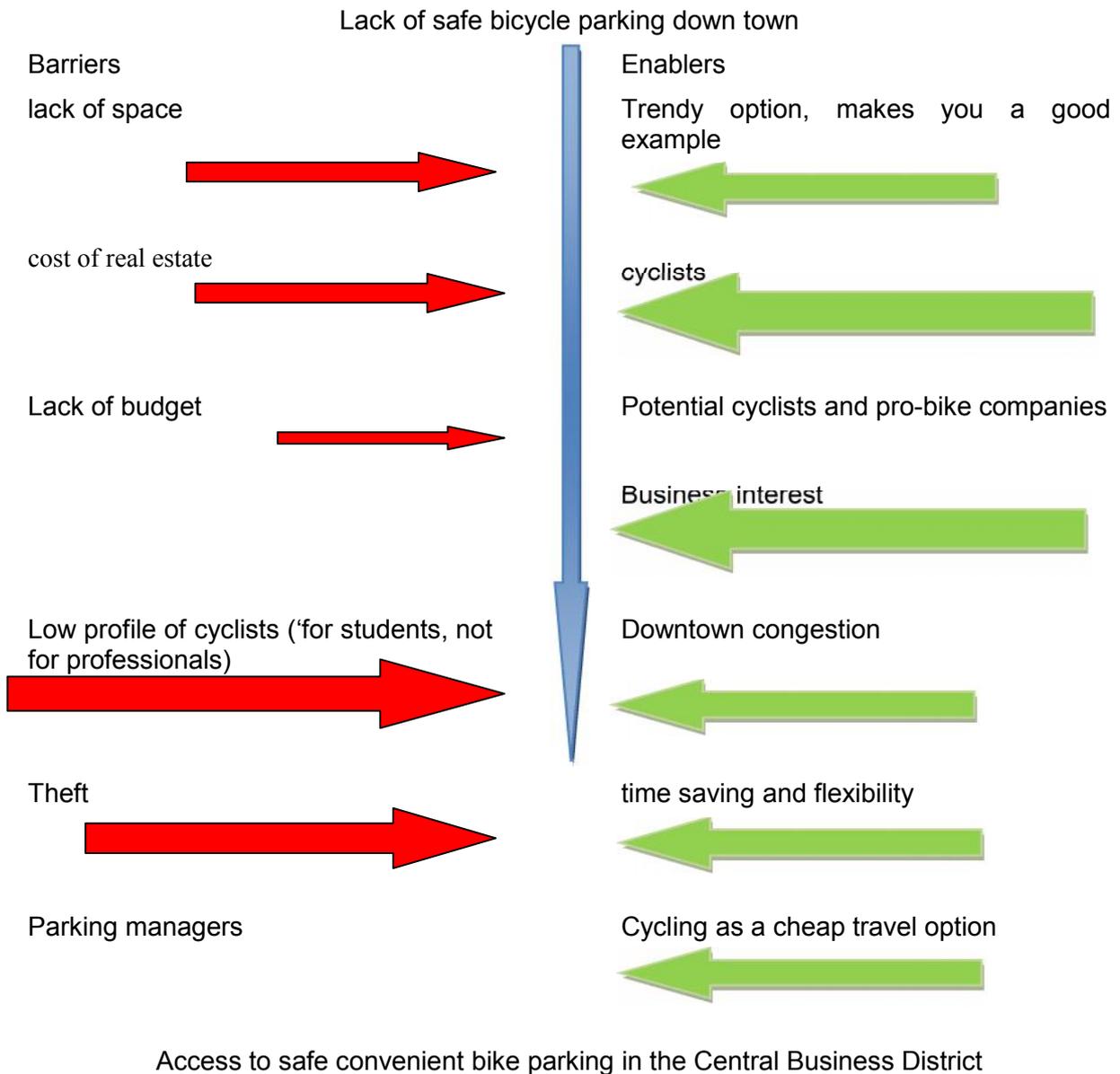
What kind of feedback would you like to receive from the other participants? - 50 words

Best practices in other cities, creative solutions.

What kind of material would you be able to bring to illustrate your case? (e.g. maps, data about modal split, pictures, brochures, leaflets... - 50 words

Maps, maybe some data on available, safe bike parking lots.

Conclusions



Title of your local challenge

Parking charge in a public sector

Short Description - Max. 100 words

UIRS is currently preparing mobility plans for two ministries. We came to a conclusion that parking charging would be the best solution but we are now facing difficulties in convincing decision makers to adopt this measure. The biggest problem is that they have a large number of parking spaces available but also they are a public sector so they are not sensitive to cost cutting. Furthermore, in public sector the money collected from parking charging is difficult to invest into other transport alternatives.

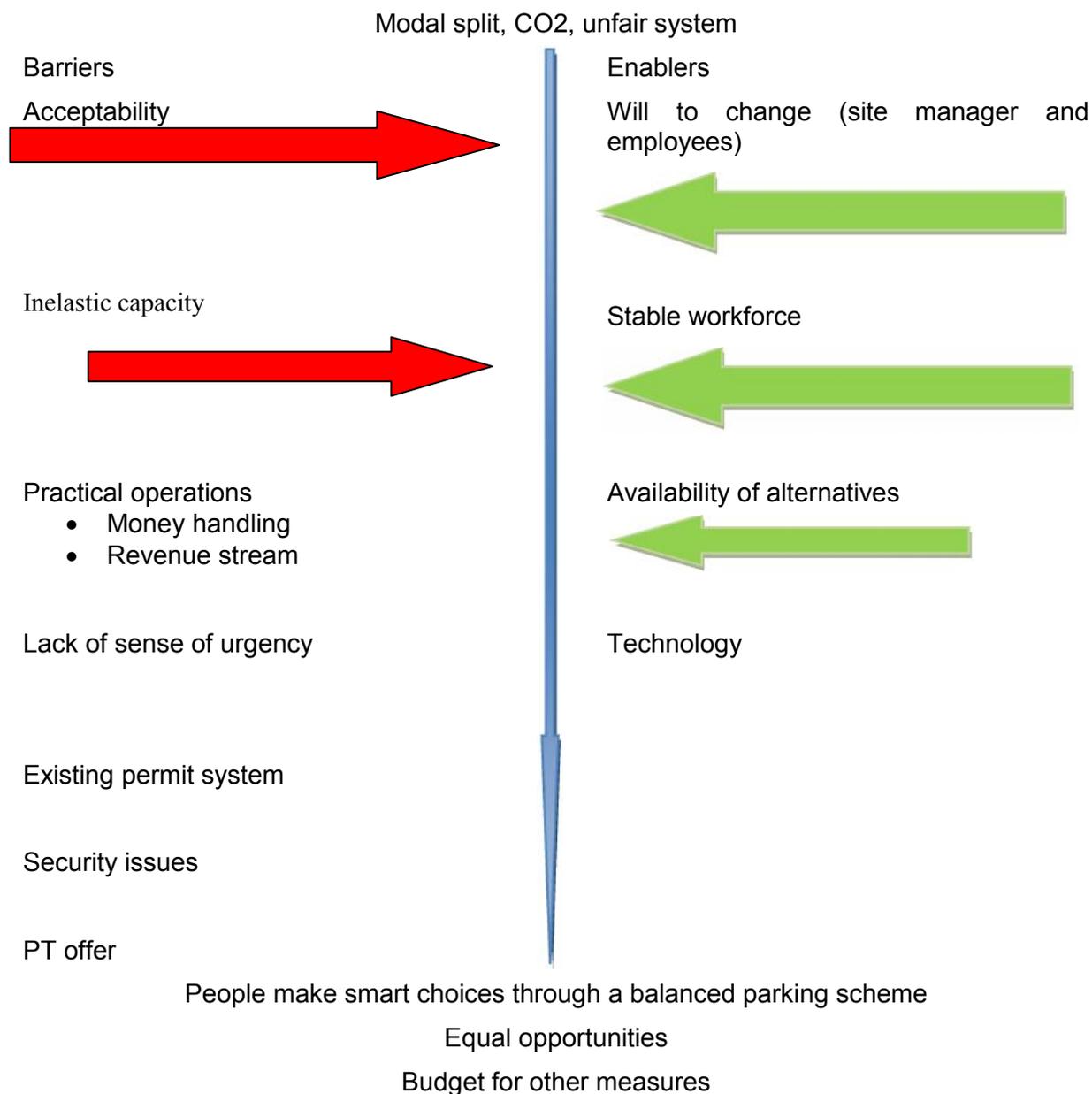
What kind of feedback would you like to receive from the other participants? - 50 words

We would like to receive some ideas for arguments which we can use in convincing decision makers in ministries to adopt a measure of parking charging.

What kind of material would you be able to bring to illustrate your case? (e.g. maps, data about modal split, pictures, brochures, leaflets... - 50 words

Maybe maps and pictures.

Conclusions



The lack of acceptability to implement a strong parking policy can be overcome by:

- Installing exemptions
- Offering a substantial number of day free of charge for users, these could be tradable.

- Variable cost of parking, based on the income

The inelastic capacity can be solved by:

- Replacing parking spaces by spaces that are only for carpool vehicles or bicycles
- Offer open spaces to other ministries

The available alternative travel options should be:

- Clarified
- Improved and optimised
- Supported with incentives

These actions can be funded (partly) through the revenue from the parking measure.

ANNEX 2. Actor relations exercise

Exercise 1

The objective of this session is for you to think about how you might use some of the techniques that Stephen Kelly identified in his presentation.

The session will be carried out in groups of 6 to 8 people.

Discuss and write down how you, if working for a local authority that was trying to encourage local organisations to adopt mobility management, might do the following:

- Identify likely “candidate” organisations for travel planning in your area – those that might be most receptive to the message.
- Identify tools/methods that you might use to approach these organisations.
- Identify ways that you might raise the profile of employer mobility management in your city generally, not just with specific employers.
- Give incentives to employers to become active in mobility management.
- Deal with any specific barriers that there might be in your country to organisations adopting Mobility Management (e.g. if people are paid to commute by car or get tax breaks for it).

Please take notes and be prepared to report back.

Exercise 2

The purpose of this session is for you to think about how you would approach some actual organisations to encourage them to consider mobility management. Below you are provided with a short description of three organisations based in a hypothetical town that is also described.

Your job is to develop a strategy and process to make contact with the organisation to set up a meeting about mobility management –

- Who do you make contact with,
- How do you find them and
- What do you say to them?
- Do you approach them by phone, by letter, or through contacts?

You should consider their concerns and their location and what you might be able to offer to them, and explain some of the reasons why the local authority would be interested in them developing mobility management.

You should then develop your initial strategy into a short (5-10 minute) presentation to give to the manager(s) at the organisation. The presentation should cover the reasons why the

organisation should adopt mobility management, and briefly suggest some of the measures that might be suitable for that organisation.

The outline of the strategy for approaching the organisation, and then the presentation, should be recorded on a flipchart by a rapporteur. One group will then be selected to make the presentation to the rest of the workshop attendees.

Details of the city where the organisations are located (*note – this description is only indicative. It is not a real place, and you should not spend too much time considering the specifics of the city – it is more important to work on the exercise about mobility management*):

- This is a city (but not a capital city) in a new member state. The population of the city itself is 150,000 but within a distance of 30 km around the city there are another 150,000 people in small towns and villages, many of whom also work in the city.
- It has suffered some de-industrialisation but because of its well-educated workforce and relatively high quality of life it is attracting inward investment and so economically it is doing moderately well.
- Car ownership stands at about 450 cars per 1000 people and congestion and local air quality are increasing problems that concern the Mayor, as he is worried that they will affect the city's quality of life and so economic attractiveness.
- The city has been successful in attracting Structural Funds to improve its buses, bus stops, information and ticketing. Improvements to the bus service have been made within the last 6 months and 70% of the buses are now less than 3 years old. Two new park and ride sites have also recently been opened.
- The city's bus company is run by a new manager who is very interested in marketing and promoting the service, and who will consider service changes and promotional deals if they are well-justified.
- There is a local rail service but it is very limited. The wider city area is served by interurban buses of moderately good quality but slow speed. These buses run from the city's bus station.
- The city has a tradition of cycling but only a limited cycle network and levels of cycling have been falling whilst obesity levels have been rising.
- The city is in a country with a strong tradition of sport and outdoor recreation.
- The Mayor has recently started to introduce parking controls on streets and is gradually expanding the controlled area out from the city centre.

Organisation 1

- Branch of an international company, employing 200 professional/technical staff in the city. Staff are mainly aged 25-50, male and are paid above average. They tend to live close to work as they can afford housing in the city, but you suspect that the majority drive to work nonetheless.
- Location – inner suburb, 2km from the city centre, right next to a main arterial road and good frequent bus route between the northern park and ride site and the city centre. Travelling to other areas of the city by bus requires a change in the city centre.

- The international parent company trades strongly on its modern, trendy and “green” image and you have found pages on its website about mobility management at some of its other sites in other countries.
- It is not impossible to park a car on street in the area but there is a lot of competition for spaces. The company leases 80 off-street parking spaces at a cost of 2500€ per space per year, and you have heard that it is considering leasing more after complaints from staff about parking problems.
- You have heard that a few staff have been campaigning to work at home some of the time because they are fed up of the parking and congestion problems getting to work.

Organisation 2

- The main hospital, employing 2,500 staff (of a wide range of ages, pay scales and working hours) and with 300 beds. Staff live in many different locations across the city and the wider area. Nurses work shifts, whilst other staff work a normal working day. Many patients at the hospital cannot drive a car.
- Location – 1km east of city centre. There are good direct bus links to the north, south and east of the city but not the west; there is also no direct link to the main bus and railway stations.
- Parking is a major problem for the hospital. Staff tend to get there before patients and so patients have real problems finding a space. There is a lot of parking “spillover” into surrounding streets but this is one of the areas that will soon be covered by new parking controls.
- The hospital is located on one of the city’s few safe bike routes, which runs from a major eastern suburb to the city centre.
- The hospital is run by the state and has been set a target by government to reduce its carbon emissions by 30% in 5 years.
- The hospital management have committed themselves to being a “healthy employer”.

Organisation 3

- A telephone call centre located on an edge of town office park with only one poor bus route into town, running every half hour. However, the site is about half a kilometre from the southern park and ride site from where there is a much better bus service.
- 600 staff earning slightly below average wages.
- Some staff live in the city but mainly in its outlying housing areas; but the majority live well out of the city, at some distance, in order to find cheaper housing.
- There is no parking shortage as only around 50% of staff can afford a car.
- The employer has had some problems in the past in keeping the staff that it recruits because they find it quite difficult to actually get to and from work if they do not have a car.
- Other than that, there are few transport-related problems for this employer, but the boss is known to be a very keen environmentalist and cyclist.

ANNEX 3. Evaluation exercise

The purpose of this session is to get you to think about how you might evaluate a mobility management scheme or measure, such as a workplace mobility management plan. Please divide into 3 or 4 groups (depending on numbers). There are two descriptions, below, of mobility management schemes. Two groups should focus on one scheme and two on the other. Once you have read the scheme, consider the following questions and write down some answers to them:

- Describe some simple ways in which they would monitor the scheme's impacts – types of survey, broad areas explored/questions asked, frequency of survey, percentage samples and so on.
- How might you also evaluate the scheme?
- Describe some ways in which they would secure people's cooperation/participation with the monitoring and evaluation.
- Any barriers/problems and how you might seek to overcome these.

Scheme 1

This is a workplace mobility management plan (travel plan) at a large office site in an outer suburb of a city, now employing 1200 staff. The plan was developed and written in 2006 and implementation began in 2007; the intention was that all plan measures should have been in place by the end of 2008. A "before" travel survey was carried out in late 2006, with a 70% response rate. Since then employee numbers at the site have increased by a further 300 as another office in the same city was relocated to this site. The travel plan was implemented to reduce single occupant car use, to cut parking congestion on the site, and to improve employee health and fitness.

Answers:

- Survey excluding those who have moved in
- Ask whether they are new or old employees and what the difference is in take-up of measures
- Count car occupancy
- Questions in survey asking about behaviour change and reasons for it
- Asking people about their health and physical activity and happiness
- Measuring sick days and possibly staff health
- Parking complaints, parking perceptions, observations, counts
- Incentives to increase resp rate
- Have measures been implemented?
- Comparison group – another company? Or perhaps travel patterns in the town as a whole

Scheme 2

This is not a workplace scheme but rather one that is known as “Personalised Travel Planning” (PTP) in the UK, and “Travelsmart” or similar in Australia and the USA. This consists of targeting an area of a city – in this case a suburb of 15,000 people located around 3km from the centre of the city where the scheme is implemented – and sending staff to make face to face contact with every household in the suburb to market sustainable transport. They do this by asking people to fill in small travel diaries of their week’s trips and then working with them to analyse how they could cut the number and/or length of trips by car. The staff also give away promotional items like discount bus tickets, pedometers (step counters), entries to prize draws for sporting goods, and other gadgets.

Answers

- Number of people with whom we tried to contact and who responded, and whether they changed behaviour – measured by telephone interview, or by offering incentives
- Counts of car movements and of other forms of transport
- Control group or comparison suburb
- Compare bus patronage in the area with bus patronage overall in the town
- In car navigation system to monitor mileage by target group
- Problems:
- Influence of other measures/activities
- Socially desirable responses