The COMMERCE Project
Final Report

Increasing the quality and quantity of **Workplace Travel Plans** in the EU

Supported by
INTELLIGENT ENERGY
EUROPE

CONTENTS

COMMERCE

2007- 2010

"Creating Optimal Mobility Measures to Enable Reduced Commuter Emissions"

Who should read this report?

This report, written by the London European Partnership for Transport - LEPT, summarises the achievements made in the progression of Workplace Travel Plans, both practical and methodological. It contains many transferable aspects as well as recommendations for a variety of stakeholders.

Therefore it is aimed at:

- European Commission
- COMMERCE Cities
- EU Municipalities
- Transport Ministries
- Employers (Small and Medium Sized & Multi-National Corporations)
- Chambers of Commerce
- Trade Unions
- Transport Authorities
- Mobility Management Trainers
- Deliverers
- Policy Makers
- Sponsors
- Consultants

Terminology

It should be noted that in this document, like many on this topic, the following terms have the same meaning:

- Workplace Travel Plans (WTPs)
- Workplace Mobility Plans
- Mobility Plan
- Travel Plan

1.0 Executive Summary & Recommendations

1.1 Summary

The objective of COMMERCE was to develop, deliver and mainstream activities to reduce car use amongst Europe's commuting public, ultimately to reduce associated Co2 emissions. These activities are grouped within the framework of Workplace Travel Plans.

Definition

A workplace travel plan is a long-term management strategy employed by an organisation to promote more sustainable transport amongst staff, visitors and deliveries to its site. This can simultaneously bring about a number of benefits such as a reduction in associated CO_2 emissions, cost savings, reduced congestion and improved health through active travel so that both employers and employees truly benefit.

A workplace travel plan usually addresses a variety of different travel types to and from a site, namely:

- Commuter journeys;
- Visitors;
- Business travel undertaken by staff;
- Fleet vehicles operating as a part of company activity,
- Delivery and contractors.

Where more than one company occupies a site, it's possible to join forces to produce a travel plan with benefits for all.

Benefits

Travel plans bring benefits to the **local community**:
- reduced congestion
- reduced journey time
- improved transport services
- improved site access
- energy savings
- reduced noise and pollution
- improved the quality of life in the area

Travel plans can produce many benefits for **organisations** such as:
- reduced carbon footprint
- improved accessibility of the site and buildings
- improved road safety on and near the sites
- reduced operational costs, such as by minimising car parking
- reduced absenteeism
- support staff retention and recruitment
- successfully pursue the corporate social responsibility (CSR) credentials of the organisation

There are also benefits for the **staff**:
- increased on-site amenities such as showers and bike repair
- improved health
- costs and time savings
- reduced stress, through flexible working and increased journey time reliability
- improved quality of life

In short, COMMERCE sought to increase the quality and the number of Workplace Travel Plans. It aimed also to create the demand for Travel Plans in the New Member States, when in 2007 they did not exist, and eventually make them mainstream activities. It further worked towards improving and standardising the Travel Plan Programmes of London and Paris and develop new Travel Plan techniques such as Travel Plan Groups or Networks comprising multiple businesses.

To achieve this, and lay the foundations for a sustainable delivery of Travel Plans across the EU, COMMERCE has developed pan-EU Workplace Travel Plan Standards, an online Platform with Travel Plan Best Practice, a programme of Travel Plan training including on site mentoring, pan-EU Awards recognising excellence and local Travel Plan Forums constituting a permanent driving force for the delivery of Travel Plans.

The project has achieved its initial objectives, and has put in place a continuing programme of Travel Plan development for the years to come.

1.2 COMMERCE Partners

London
London European Partnership
for Transport (LEPT)

Paris
Conseil Regional de
L'Ile de France (CRIF)

Regional Environment and Energy
Agency (ARENE)

Fig 1: COMMERCE City Partners

Bucharest
Regia Autonoma de Transport
Bucuresti (RATB)

Camera de
Comert si
Industrie a
Municipiului Bucuresti (CCIB)

Budapest
Studio Metropolitana

EPOMM
European Platform On Mobility
Management (EPOMM)

Kaunas
Kaunas City

Plovdiv
Municipality of Plovdiv

**COMMERCE was a three year
project, 2007-2010, part-funded
by the Intelligent Energy Europe
Programme – IEE STEER. The
total budget was €1.03 million**

1.3 COMMERCE Key Results

The COMMERCE Project has directly developed and enhanced the environment in which Travel Plans now operate. This is apparent in the New Member State cities, as well as Paris and London despite widely differing starting points in 2007. With many staff members in the NMS now fully trained on developing Travel Plans, and many public and private sector stakeholders empowered with the knowledge of the economic, environmental and health benefits of Travel Plans, we have overseen a structural shift of support for this tool, and a sustainable platform for future development.

WTP Standards

- We have developed Workplace Travel Plan Standards applicable to EU stakeholders giving guidance on what elements constitute high quality travel plans. It acts as both a benchmarking tool and a delivery tool.
  o Full Standards translated and published in 2 languages (EN, FR)
  o Summary document translated & published into 6 languages (EN,FR,BG,HU,LT,RO)
  o Available on COMMERCE Website (www.commerce-eu.org) and COMMERCE Group of Allinx (www.allinx.eu)

WTP Awards

- We have delivered three annual Pan-European Workplace Travel Plan Awards. The ceremony has become an integral part of the European Conference on Mobility Management. It has attracted 111 applicants - deriving 10 winners - and has helped to raise awareness of WTPs at a trans-national level.
- We have brought the applications together to form a strong WTP best practice tool, including WTP examples from ten countries. Available on the COMMERCE Group of Allinx (www.allinx.eu)

WTP Platform

- An evolving Pan European Workplace Travel Plan Platform has been established via the COMMERCE Group on Mobility Management website www.allinx.eu .
  o Dozens of Travel Plan best practice examples, discussion forum, downloadable training presentations on Travel Plan benefits, Travel Plan guides, standards and newsletters, guide to travel plan monitoring tools available. Many items are translated.
- Allinx has over 700 Mobility Management stakeholder members and so is a fantastic resource and it's free, quick and simple to join!

WTP Forum

- We have set up in Budapest, Bucharest, Kaunas and Plovdiv, WTP Forums, new bodies which deliver advice on travel plan benefits to public and private sector. They have been instrumental in raising awareness and acceptance of WTPs which has led to a number of Travel Plans being developed as a result.
- The WTP Good practice guide has been developed to assist all stakeholders wishing to deliver a travel plan, and has been translated into EN, FR, BG, HU, LT, RO.

WTP Programmes

- We have empowered public and private sector stakeholders to deliver and monitor the impact of travel plans: 24 staff trained up with required skills though skill share programme
- Seven Travel Plans successfully delivered in Budapest
- One Travel Plan delivered in Bucharest
- One Travel Plan delivered in Plovdiv
- A Travel Plan Group established in North East Kaunas, giving travel plan coverage to 30,000 employees across six businesses
- A new regional Travel Plan Programme established in Ile de France *"Pro-Mobilité"* – giving travel plan coverage to 275,000 employees
- A Travel Plan Group consolidated in West London *"Golden Mile"* giving travel plan coverage to 20,000 employees and establishing an innovative and transferable model

Thanks to trans-national working, we have set up sustainable local frameworks which have and will continue to deliver travel plans over the years to come.

1.4 COMMERCE Recommendations

Here are some transferable recommendations we have drawn from our activities:

- Working in a consortium of **Leader and Learner** partners allows for swift and efficient transfer of knowledge, expertise, empowerment and buy-in. This model is recommended for future STEER projects

- **Branding** is a vital tool in the embedding of Travel Plans into a local framework, both in the eyes of prospective adopters of Travel Plans, and also to the policy makers in making it a tangible service. Branding examples include the logos of the *Golden Mile* and *Pro-Mobilité*

- The most effective **method of business engagement** is direct contact: One to one meetings. Individual contact is important. Identifying a reference person is very helpful for the companies, because it's always difficult to find the right person. The reference person helps to create permanent contact between public partner and the company, and to be more reactive to answer the company's questions. **Business engagement events**, such as evening drinks receptions, are another tried and tested approach

- Work simultaneously on developing the **incentive framework.** Experience shows the importance of a legal framework: it has a real leverage effect on the development of WTP. For example in Paris, there is the air protection plan, and London planning rules making travel plans mandatory in many cases. The framework can create incentives or obligations to implement WTPs, but in both cases, it helps to put WTPs on the political agenda

- **Staff time and political support needed.** A key point to succeed in promoting WTPs on a territory is to keep in mind that it takes time. To succeed in implementing a WTP strategy, on a long term and on a large scale, you need staff time and political support to change behaviour. That can be one of the main difficulties to develop local strategies: most often travel issues are seen as infrastructures projects and investments costs

- There is a necessity of **evaluation of WTPs**, to be able to demonstrate why and how it's is profitable for public and private sectors to spend money on WTPs

- **Insist on the pragmatic approach -** WTPs are not a theoretical tool, they help to define a global approach in a long term whilst at the same time making it possible to get benefits in the short term. You should consult the COMMERCE WTP Standards publication (via the COMMERCE website or www.allinx.eu / COMMERCE Group) to see a step by step process of developing a top quality travel plan. This document will help employers understand immediately the grander context

- **Quick wins -** It's important to work on some quick win actions as part of a travel plan to rapidly show the employer and employee what exactly a travel plan can offer, to build support and momentum

- **Corporate and Social Responsibility -** when possible, go and see the big companies which have (sometimes mandatory) social and environmental responsibilities, or which want to improve their image, and use these big firms afterwards as a showcase to other firms

- **Flexibility -** We have learned that each partner city has adopted different approaches to gaining support on WTPs. Budapest went direct to businesses as lack of political support; Bucharest and Plovdiv both concentrated their efforts first on the public sector to embed WTPs in transport strategy

- **Skill share programme -** A cost effective technique of successfully training up local stakeholders giving them the power to take forward the WTP agenda

- **Stakeholders -** Collaboration with public transport authority, Trade Unions, Ministry of Regional Development, Local Authorities and Business Associations can create the incentives for WTPs

- **Translation -** All partners agree the need of good practice examples, experience exchange, promotion of standards and other materials translated into local languages

- **Economic benefit of WTPs -** Examples of economic benefits of adopting WTPs as well as a good range of WTP good practice examples from everywhere in Europe, to show the diversity of actions and of topics

READ ON….

The methodological structure of the COMMERCE project was very strong, and the step by step process proved very successful. Therefore each of the project's Work Packages are taken in turn in this report so that the reader can understand the wider and chronological structure in which the project operated. It also allows the reader to jump to a specific result, or achievement, which may be of specific interest.

2.0 European Workplace Travel Plan Standards

2.1 Summary

COMMERCE has developed standards and guidance for the delivery of successful workplace travel plans across the EU.

They have been designed to be relevant to public and private sector stakeholders, with a slight emphasis on those which are developing travel plans for the first time. They also offer a numerical methodology of assessing quality, which has been used in the assessment of the annual PEWTA award.

Available for download from www.commerce-eu.org

They constitute a set of criteria, based on empirical analysis, consultation and field testing with practioners from many different EU countries that can be used to promote good practice in workplace travel planning.

These standards have been developed to be as flexible as possible in that they can address existing plans, as well as those in the development stages.

When developing a travel plan, organisations can then evaluate their work against these standards to gain some objective view of the strengths, weaknesses and expected outcomes of their plans.

2.2 Components

There are five components of the Final Standards.

2.2.1 Standards for Workplace Travel Plans – Delivery Criteria

This constitutes a benchmarking tool to compare travel plan quality as well as a management tool for improvement, as each of the 50 criteria are ranked either as basic level, intermediate level, or advanced level standards. They are captured under the following headings:

- Strategic focus
- Stakeholder commitment
- Site audit and Travel Survey
- Objectives and targets
- Actions and measures
- Monitoring an evaluation
- Costs and cost benefits

In order to achieve BASIC, INTERMEDIATE and ADVANCED standard levels, it should be possible to demonstrate compliance with all criteria at each respective level. See figure below:

Extract from the Travel Plan Standards – Summary edition – Delivery Criteria

2.2.2 Travel Plan Guidelines

This comprises a tabulated set of components which should be included in the travel plan document. It provides the framework from which successful delivery can be pursued. The components are split across 7 category areas.

2.2.3 Travel Plan Measures

This contains a number of practical measures commonly implemented as part of a workplace travel plan which can be useful in developing an action plan and in demonstrating at a glance, what a travel plan would delver on the ground. See figure below:

Extract from the Travel Plan Standards – Summary edition – WTP Measures

2.2.4 Evaluation grid

Whilst we have noted previously that a numerical scoring of travel plans may not necessarily offer a "one size fits all" solution for benchmarking and "quality" analysis, we have included in this document, the scoring system that was utilised for the 2010 Pan European Workplace Travel Plan Awards (PEWTA). This allows the user, if they are tasked to do so, to generate a numerical appreciation of quality, which can still prove useful if a detailed benchmarking analysis is required, or indeed for awards to be assigned in future. This would be most appropriate when comparing travel plans from countries with relatively similar levels experience of implementation.

2.2.5 Summary table

This presents a table which is a useful starting point when considering developing a travel plan and the monitoring that will be required.

Both the complete and summary Travel Plan Standard publications can be downloaded from the COMMERCE website (www.commerce-eu.org). Go straight to the Annex section to access these 5 tools

2.3 Workplace Travel Plans – Delivery Criteria

We now look at the Delivery Criteria in detail

2.3.1 Integrating the workplace travel plan into an organisation's strategy

Travel plans can assist in increasing accessibility whilst reducing congestion, local air pollution, greenhouse gases and noise. A travel plan can increase business efficiency and fairness, which is why an increasing number of organisations are deciding to produce them voluntarily.
For some organisations (depending on the site, activity, number of employees, etc) the transport costs can be considerable and a workplace travel plan can help to decrease them. Therefore, it makes a convincing business case to make a budget allocation to integrate a workplace travel plan into an organisation's long-term strategy.

The COMMERCE Project deliverable – Del. 2.1 *Benchmarking Report & Draft Standards* shows that the main motivation three years ago for setting up a travel plan was mobility related problems, such as parking shortages, congestion and accessibility. Environmental awareness was the second most important motivating factor whilst social motivations to set up a workplace travel plan ranked much lower. This applied to the research obtained from travel plans in Belgium, France, Germany, the Netherlands, Sweden, Switzerland and the UK. Of course, in some European countries setting up a workplace travel plan is mandatory for planning to be approved and so the objective there is different.

During the course of the COMMERCE Project, the forums set up in Budapest, Bucharest, Kaunas and Plovdiv have suggested a different picture: that the productivity and health of employees are the main reasons for setting up a workplace travel plan, followed by the transport problems, like congestion and accessibility. Unfortunately, the environmental motivation does not yet seem to be a major concern.

2.3.2 Commitment

In most of the cases analysed in D2.1 *Benchmarking Report & Draft Standards* a steering group coordinates the travel plan, most common members of these groups being senior management and staff representatives. There were only a few examples where there was a designated travel plan coordinator. The main external stakeholders tended to be represented by the public transport providers and local and regional authorities.

In the case of COMMERCE forum members, the coordination of travel plans is more frequently assigned to senior management or to HR. As external stakeholders, the public transport providers are usually involved in the travel plan implementation.

The following bullet points standardise and give guidance on the important roles and responsibilities of the major internal and external stakeholders in the travel plan process.

- **Senior management support and commitment**

Senior management support is critical to ensure the success of a travel plan and it is important that this support is secured at the beginning of plan development.

- **The travel plan co-ordinator**

The workplace travel plan co-ordinator represents the key to a successful travel plan and he or she needs to become the driver of the plan.

In small or medium sized organisations an existing member of staff can take on this responsibility, but in large organisations a dedicated travel plan coordinator should be appointed. The co-ordinator may be helped by a steering group to provide direction for the co-ordinator and to help in taking measures forward at the practical level.

The main roles of the travel plan coordinator should be:

- managing the development and implementation of the travel plan;
- promoting the objectives and benefits of the travel plan;
- getting support and commitment from senior management and employees;
- acting as a point of contact for information and for exchanging ideas with all staff;
- liaising with different organisations, local authorities, transport operators;
- co-ordinating the monitoring and evaluation programme for the workplace travel plan;
- presenting a business case to secure the budget for workplace travel plan development end ensuring its efficient use.

- **Staff consultation**

It is very important for the travel plan to involve all the staff from the beginning. This promotes the feeling of ownership of the travel plan and the more staff involved, the more likely they are to change their travel behaviour and provide the plan with ongoing support.

- **Local and Regional and Transport authorities**

In many cases local and regional authorities are fully supportive of travel plan objectives and can even offer direct assistance to organisations to design, draft and monitor their travel plans. Their support – and funding – can be a key component of a travel plan's sustainability, especially if internal funding is limited. It is potentially very fruitful to involve public transport operators in developing workplace travel plans, since it is they who can offer increased services as well as access to travel data, maps and public transport routes.

2.3.3 Baseline Travel Survey, Site audit, Environmental impact and Travel costs

A successful travel plan should be based on an accurate picture of travel patterns and an understanding of the factors that influence a person's choice of travel. These help in defining measures that are likely to be most effective for the organisation.

Therefore it is necessary to carry out a preliminary analysis of the best approach to improve accessibility to the site and choose suitable measures.

- **Site audit**

The site audit should assess the ease by which the area can be accessed by different modes of transportation and the existing facilities for this.

It helps in identifying the opportunities to improve links to the site, making better use of existing amenities and identifying barriers for non car-users.

The site audit assists in developing a clear picture of the realistic alternatives available and provides the foundations of taking travel plan measures forward.

- **Staff travel survey**

Generally the staff travel assessment is carried out by a survey, representing the baseline data from which workplace travel plan measures are developed. Questionnaires must be easy to fill in and as short as possible, with simple questions to maximise response rate, and hence suitability of measures delivered.

It gives a picture of staff travel patterns and collects information on what measures would help make staff change their travel habits.

It is possible to monitor resulting impacts on carbon dioxide by including a question on the distance travelled to and from work.

In the case of a new site, it is possible to use average city journey length data.

- **Travel audits**

This depends on the activity of an organisation, but in many cases it is necessary to investigate the broader transport issues within an organisation, rather than simply the journey made by the staff to and from work. This means collecting information on aspects such as business travel, visitor travel, fleet vehicle arrangements and goods delivery.

- **Environmental impact**

Based on the staff travel assessment it is possible to make an estimation of the CO_2 emissions generated by an organisation's activity.

There are several methods for estimating the CO_2 quantity, starting from elaborated software, for example CORRINAIR and COPPERT, recognised at European level, to simplified models, with less precise results but enough for offering a general view of the company's environmental impact from the travel perspective.

The simplified method for calculating the CO_2 emissions is indicated in the COMMERCE Mobility Plan Guidebook.

This indicator can be used during the evaluation process after a follow-up travel survey has been completed.

- **Initial travel costs**

It is very useful to carry out an initial evaluation of current costs attributable to staff travel. This can help the business case for the travel plan, as well as direct immediate priorities for action, such as rationalisation of car parking.

These costs can be split into two categories: internal and external.

Internal costs allow the evaluation of some important elements: global budget dedicated to transport, what kind of transport modes use this budget and what the travel reasons are for spending this budget.

They include location costs (taxes, expenses with maintenance, surveillance etc), fleet vehicles (insurance, maintenance, fuel, etc) and reimbursement public transport fares, car mileage and taxis.

The result of this investigation allows the estimation of gains obtained from changes in service provision (such as a bike pool providing free business travel) and travel behaviour.

External costs reflect the negative consequences of transport which are not assumed directly by the generators but which have an impact on pollution, health and traffic safety.

2.3.4 Objectives, Targets and Indicators

All workplace travel plans should set objectives, targets and indicators:

- *Objectives* provide the travel plan focus and direction and are likely to fit into one of the following categories: economic, social (e.g. health), environmental and transport.

- *Targets* are measurable goals that can be used to assess whether or not the objectives have been achieved.

- *Indicators* allow the assessment of the travel plans in terms of results and impact, as well as efficiency of the plan.

Figure 2 shows the relationship between objectives, targets and indicators. As the workplace travel plan is a dynamic process (involving a permanent succession of action, monitoring and review) the purpose of setting objectives, targets and indicators is so that the plan can be adapted as the needs change.

- **Setting objectives**

The objectives should be clearly set in the workplace travel plan and take into consideration the organisation's reason for developing a travel plan and the circumstances of the site in question.

- **Setting targets**

The success of a travel plan is measured by whether it achieves its objectives through a set of targets. These targets, which relate back to the objectives can be *action targets* or *aim targets*.

Action targets are non-quantifiable targets and take the form of actions that need to be achieved.

Aim targets are quantifiable targets, such as modal shift, which can measure the effectiveness of the travel plan in achieving the stated objectives. This kind of target should be based on the staff travel assessment or survey.

For each target there should be stated clear dates (month and year) for:

- the short term (up to one year);
- the medium term (1 to 3 years);
- the long term (more than three years, usually 5).

Consequently, to support the objectives, the targets should be SMARTER:

- **S**pecific
- **M**easurable
- **A**chievable
- **R**ealistic
- **T**ime-bound
- **E**valuated
- **R**eviewed/**R**ewarded

- **Setting indicators**

Indicators are the elements which will be measured in order to assess progress towards meeting the short-term and final targets. There are different types of indicators available:
- feasibility indicators – show the difference between realised and programmed actions;
- result indicators – measure the advantages or immediate consequences of actions for the direct beneficiaries;
- resources indicators – measure the human or financial assets engaged in the actions;
- impact indicators – measure the consequences of actions;
- efficacy indicators – compare what has been planned and what has been realised;
- efficiency indicators – represent the ratio between results and resources used for achieving these results.

2.3.5 Actions

There is no unique solution to answer all organisational transport needs, as different people respond to different measures and some may not react to any. A combination of measures should be introduced to let people choose in accordance with what suits their day-to-day requirements.

The key to a successful workplace travel plan is to identify the transport alternatives that staff are prepared to use, hence encouraging modal shift.

The foundation in developing a realistic package of measures is the staff travel survey. This identifies the elements that employees are most supportive of and highlights the areas worth focusing most effort. There should be a balance between the cost and potential benefits of measures against their acceptance by staff.

In choosing the measures, one should "think long, act short". This means that is important to put some measures in place to get an immediate effect and produce some "quick wins". "Quick wins" vary from one company to another and can be defined as a measure relatively easy to implement in the short term which brings immediate results.

- **Quick Wins**

The most popular measures when implementing a travel plan are those related to encouraging the use of:

- cycling – different kind of facilities (showers, lockers, etc), new routes, bike pool, repair service, maps, competitions, etc;
- public transport – improved access, discounted fares, season ticket loans, shuttle services, new stops/station near the company, etc;
- car-sharing, car pooling, etc;
- walking – improve signalling, information on health benefits, maps, walking competitions etc.

A comprehensive list of travel plan measures can be found in **Annex 3 of the Standards publication**.

Amongst the COMMERCE forum members based in Budapest, Bucharest, Kaunas and Plovdiv the most popular measures are the support of public transport use by introducing shuttle buses, synchronising the public transport schedule with changing shift patterns, providing season tickets for multiple users for companies and awareness-raising events. Another measure becoming more popular is car-pooling.

In most situations, travel plans should:

- promote the use of alternative transport modes;
- promote the use of public transport;
- promote the alternatives for single car-use;
- rationalise the use of private cars.

The success of implementing any kind of measure depends centrally on the communication strategy.

- **Communications**

Communication activities are considered an important part of the workplace travel plan process in most of the case-studies included within the research for the COMMERCE Project Deliverable 2.1 *Benchmarking Report & Draft Standards.* Most commonly used information channels are websites, events, campaigns, competitions and newsletters (electronic or hard copy). In a few case studies the implementation of a commuter centre was mentioned. This centre provided staff with all the answers on questions about public transport timetables, rates, cycling information, car-sharing schemes and other mobility-related issues.

The experience of workplace travel plan coordinators has shown that robust communication campaigns translate into greater uptake of sustainable travel. Additionally, it seems that staff respond well to initiatives that result in personal benefits such as time and cost savings.

It is important that people realise that a workplace travel plan is not anti-car, but is just encouraging people to use vehicles more wisely and to offer a greater choice of alternatives.

The workplace travel plan must be advertised to promote the component measures. It is also very important to publicise the successes because the staff must know what they have achieved, giving them a motivation to continue.

A workplace travel plan, therefore, must include a communication plan for promoting the plan and the initiatives contained within it.

Publicity materials are very useful when developing a workplace travel plan. Different media can be used to communicate the plan:

- written media (leaflets, posters, newspaper, etc);
- spoken media (meetings, radio);
- other media (intranet, internet).

Sometimes good results can be obtained by promoting the travel plan at different local or European events, such as European Mobility Week.

2.3.6 Monitoring and evaluation

A travel plan is a dynamic process and develops over time. This process can be measured using a well defined monitoring plan because the impact of any new measures and policies needs to be checked thoroughly. Monitoring should relate to the achievement of targets if the objectives are to be met. All aim and action targets should be included in the monitoring plan.

A monitoring plan should comprise the following elements:

- aspects that need to be checked regularly;
- the person(s) in charge of monitoring;
- frequency and date of the monitoring;
- the way in which monitoring will be done;
- dissemination of the result.

Monitoring should help to produce new or refined targets and an appropriate campaign to support their achievements.

In order to compare the results properly, the monitoring methods should be kept consistent over the timeframe.

The monitoring information should be used to evaluate the success and failure of the plan.

2.3.7 Financial Issues

It is important for a workplace travel plan to include financial aspects concerning its development and implementation:

- presentation of a business case for developing the workplace travel plan;
- the cost for developing the travel pan;
- the financial benefits of the travel plan;
- sources of funding

- **The financial benefits of the workplace travel plan**

A company's transport costs can be significant and there is potential to reduce them. Some measures implemented as part of the workplace travel plan can be very cost effective whilst still achieving reductions in transport related costs. The experience shows that the workplace travel plan measures that require greater investments are often attractive when evaluated against the cost savings.

It is also useful to have the financial calculation per measure.

- **Cost of the workplace travel plan**

A travel plan incurs costs in terms of money and time. In order to have a clear budget for the workplace travel plan the costs should be split into the following categories:

- co-ordination;
- travel surveys and site audit;
- communication;
- monitoring and evaluation;
- cost for implementing measures

- **The financial benefits of the workplace travel plan**

The sources for supporting the development of a workplace travel plan can be as follows:

- Internal;
- Local and regional – authorities can support travel plan development either financially or through infrastructure provision or in negotiation with the public transport operator;
- National – through different programmes for supporting sustainable transport;
- European – through different programmes for supporting sustainable transport.

3.0 Pan-European Workplace Travel Plan Awards (PEWTA)

The Pan European Workplace Travel Plan Awards (PEWTA) have proven to be a real success attracting 111 applications over 3 years, recognising best practice in Travel Plans, and importantly, extending awareness to countries where the value of travel plans was not well known. We have developed a tried and tested model for the delivery of an award, which can be transferred to other EU projects. Due to its popularity and support from EPOMM, it will continue to play a prominent part of future ECOMMs (European Conference on Mobility Management).

The awards were collated and assessed according to the benchmarking made through the draft workplace travel plan standards (an assessment of 50 WTPs from across the EU). The awards were developed and improved every year and became an integral part of the ECOMM through the award ceremony.

There were three categories of awards:

- **Public Authorities** - concentrates on local authorities' efforts to facilitate the implementation of workplace mobility plans regionally and locally.

- **Employers** - concentrates on companies or local authority organisations which have delivered a successful workplace mobility plan for their own staff (minimum 100 employees).

- **Networks** (from 2009) - concentrates on the coordinated efforts of a set of local organisations, which are based within the same locality and which may collectively be responsible for a large percentage of traffic generation, for example business parks, shopping centres, airports and hospitals.

Some improvements made along the way included:

- A third award category "Networks" for business groups/business parks/areas of high traffic generation;
- Prize money of €1,000 awarded per category as an incentive for businesses to apply, the prize money was supplied by EPOMM who also developed winners' trophies;
- Earlier initiation of the award process (October);
- Creation of a common communication paper to promote the awards;
- New revised application form and streamlined evaluation grids
- Selection criteria: special emphasis on innovation, evidence of modal shift, relative level of improvement, inclusion of CO2 reduction;
- 2010 we invited a NMS Jury member to ensure a better weighted jury

Pre-assessments were made remotely by a jury of 6 members taken from the COMMERCE consortium. Then 2 months before the ceremony, the Jury met in Brussels to determine the short listed and winning entrants. Following the coordinator's request to have an Eastern country representative in the jury, at PMG5 meeting, Bucharest joined the jury for the 2010 awards.

Application numbers over the three years

YEAR	2008	2009	2010
Award - Public Authority	10	12	11
Award – Employers	22	26	13
Award – Network	n/a	10	7
Award – Special achievement	n/a	1	3
TOTAL	32	48	34
Number or countries applying	9	12	8

PEWTA Winners

- Grenoble Alpes Metropole   (FR)   PUBLIC AUTHORITY Award 2008
- St Microelectronique Grenoble   (FR)   EMPLOYER Award 2008

- Westtrans Travel Plans   (UK)   PUBLIC AUTHORITY Award 2009
- City of Göteborg   (SE)   EMPLOYER Award 2009
- Aéroport Int. De Genève   (CH)   NETWORK Award 2009
- SIVECO   (RO)   SPECIAL Award 2009

- Tisseo, Toulouse public transport (FR)   PUBLIC AUTHORITY Award 2010
- British Sky Broadcasting   (UK)   EMPLOYER Award 2010
- Heathrow Airport   (UK)   NETWORK Award 2010
- Rakoczi Avenue   (HU)   SPECIAL Award 2010

BSkyB – 2010   Heathrow Airport – 2010   ST Microelectronics – 2008   Tisseo – 2010

More Information

The applications captured over the last three years have been brought together on the COMMERCE Group pages of www.allinx.eu and constitute a strong source of best practice. They show constant improvement in the quality over time.

3 annual reports were devised summarising the lessons learned, improvements made, challenges overcome in delivering the award. They are available via the COMMERCE website: www.commerce-eu.org

4.0 European Platform on Workplace Travel Plans

Over the course of the project, COMMERCE has developed its own Travel Plan guides based on the shared knowledge across the EU. As part of our work, we have also collated a significant amount of state of the art information to give us a combined wealth of resources.

The platform is where all of this information is held and can be easily accessed, wherever you are, allowing you to promote Travel Plans locally. It is an ever growing resource, updated all the time, as new best practice comes to light.

The Platform (as it is called in project terminology) is actually a specially designed group page of the Mobility Management platform **allinx** (www.allinx.eu) Allinx was launched at the Max Final Conference in Kracow in 2009. It was developed in conjunction with EPOMM and so proved to be a perfect chance to establish *the* first point of call for Travel Plan best practice. LEPT created a COMMERCE project sub-group, to which numerous resources were uploaded for COMMERCE partners and over 700 other mobility management expert members of allinx.

First you should register to *allinx*, then, once your details have been confirmed you can browse through pages and pages of state of the art Mobility Management practices in the EU, but importantly too you can access the COMMERCE Group pages. Simply click on the GROUPS icon then look for the COMMERCE Group.
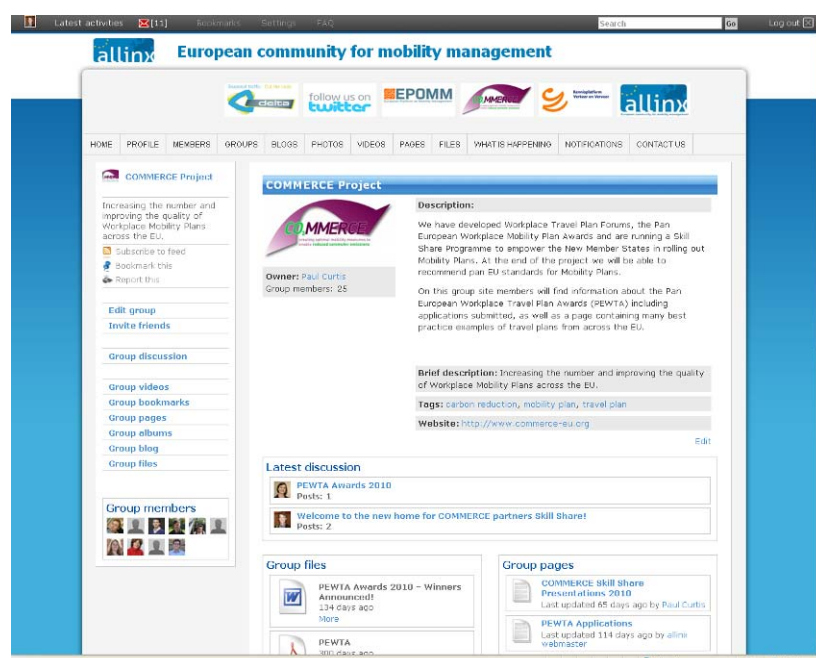
A screenshot of the COMMERCE pages on Allinx

Resources available on Allinx COMMERCE Group:

- o Dozens of Travel Plan best practice examples
- o Translated best practice and guides on Travel Plan benefits
- o Discussion forum
- o Travel Plan Award winners and other applicants

- o Downloadable Travel Plan training presentations (part of the Skill Share Programme)
- o Travel Plan standards publication and newsletters
- o Guide to travel plan monitoring tools
- o Carbon calculators

You can then also search for all related Travel Plan pages and projects on allinx, of which there are many. All the COMMERCE project reports and details of outputs are held here in order to reach out to the maximum number of stakeholders, both public and private sector.

It therefore constitutes a powerful and sustainable tool for WTP promotion, which is very popular with the COMMERCE group gaining nearly 600 hits between October and December 2010. There are more than 700 members of *allinx* website and it's growing all the time.

How to access the Travel Plan Platform

- **Go to www.allinx.eu**
- **Register to gain your password**
- **Then log in and click on GROUPS**
- **Go to COMMERCE Group**

5.0 Workplace Travel Plan Forums

5.1 Introduction

Work Package 5 of the COMMERCE Project aimed at engaging city stakeholders in the development of Workplace Travel Plans at the city level. Each 'learner' city had to establish a Workplace Travel Plan Forum, including key decision-makers from municipal and employer organisations. The purpose of each Forum was to increase the number and quality of Workplace Travel Plans and to empower stakeholders with the knowhow to take Travel Plan Programmes forward.

Therefore this Work Package comprised three actions:

- **Preparation**. This was the start of the training activity that underpinned much of COMMERCE. This action targeted both the municipal staff and key decision-makers who could benefit from the experience of London and the Ile-de-France. A good practice guide was then prepared, based on materials already available in the 'leader' cities, and translated into local languages. The induction seminar was a comprehensive programme of intense training of the COMMERCE 'learner' cities to leap ahead in Travel Plan knowhow, and give them the power to raise awareness and support at home.

- **Set-up**. All 'learner' cities established their Forums following the induction seminar:
  - o Bucharest WTP Forum established 20 October 2008
  - o Budapest WTP Forum established 27 November 2008
  - o Kaunas WTP Forum established 18 September 2008
  - o Plovdiv WTP Forum established 24 October 2008

  In addition, London and Paris also established innovative new Forums themselves. Whilst Travel Plans were relatively better known there, and so it was not necessary to develop grassroots level Forums, LEPT developed two Travel Plan Groups *the Golden Mile* and *Bromley Town Centre Travel and Environmental Partnership.* This involved bringing together a number of actors in a specific area, sharing common interests in improving accessibility to their organisations and for their staff. CRIF and ARENE established an exciting and revolutionary partnership in Ile de France called *Pro-Mobilité*. It includes the 8 main regional stakeholders of the Region Ile de France and is delivering a new regional policy to support business WTPs.

- **Recruitment**. Each 'learner' city prepared a programme to recruit employers to their Workplace Travel Plan Forum, over three cycles, with the opportunity to exchange experience during and at the end of each cycle. Recruitment cycles coincided with each Forum meeting, and were successful in attracting public and not for profit sectors, but private sector representatives were initially more difficult to attract.

5.2 Forums - Experiences

5.2.1 Common basis in each city

Interest and awareness about WTPs is growing steadily, in the cases of the Bucharest, Budapest, Kaunas and Plovdiv as a totally new concept. Firms and administrations are often not used to dealing with mobility issues, either because it's not the core of their activity or because mobility is only seen as a question of infrastructure.

The economic and financial situation in 2009 and 2010 did have a noticeably negative impact on winning continuous attention of the private sector. Firms were often more interested in reducing their remit and range of priorities to cut costs. Short term was the main concern, so even the cost saving elements of WTPs were often not enough to engage some businesses.

Learner cities have had to start from an almost zero WTP awareness starting point in 2007 amongst public and private sector with no local examples to draw on. So the partners had to convince with foreign examples, then increase legitimacy, otherwise the rationale would have stayed theoretical.

Therefore the framework delivered by the COMMERCE project operating the forum with the support of the training and mentoring was a good idea because it helped to share external good practice and to provide partners with the expertise so as to deliver the agenda in a sustainable way.

Success comes best with regular and direct contact with the firms. What we learn from the answers of the partners, is that it is necessary to organise physical meetings with firms. Because WTPs are still a virtual concept for many, individual human contact is a key point to gain trust from the firm. Also this way allows specific barriers and questions to be tackled rather than one size fits all.

There is a need for clear political support. Most of the time the initiative for implementing WTPs comes from the municipalities. The best way to convince employers is therefore by setting a good example in the municipality, and by delivering a travel plan for their own staff. The support of high political level is important otherwise there is less credibility of the approach. WTPs need to be integrated into other local or national policies (mobility, urban planning, environment, economic development). This way they have a longer life span and are less easy to drop off the agenda. The political support needs to be consolidated by creating specific budgets available for the development of WTP actions. The more public sector bodies involved, the smaller the individual financial contribution that needs to be made. *Pro-Mobilité* in Paris is a very good example of this.

Even if the first WTPs are initiated by private firms (like in Budapest for instance), the commitment of public sector is always necessary after a while, at least for the development of infrastructure and public transport, urban planning and development of soft modes. It is therefore good news that the Ministry of Transport and Energy in Hungary is now considering whether to make WTPs compulsory for the largest corporations in the country.

WTPs help to build or strengthen a good partnership between different stakeholders: public and private, local and national, transport and economic, social and environment. *Pro-Mobilité* and the *Golden Mile* in London are good examples of this. Such partnerships help to gather together a critical mass of human and logistical means: expertise, costs, tools, publicity, awareness and facilities. In this way, WTPs help to share common stakes and agree on a strategic vision for the development of a territory.

Commitment of transport operators is useful. The quality of the infrastructure and public transport network may be very different from one city to another. But whatever the level of development, it is directly linked with the range of actions to insert in a WTP. And in a long term view, development of WTPs and improvements of the public transport network are linked and so joined up partnership-working can lead to better results.

5.2.2 Composition and Objectives

A forum will have a different meaning and be of a different composition depending on the level of development of WTPs in your city. It will have a different objective.

Advanced Level starting point

From our experiences, where WTPs are at an advanced level of development, a forum does not refer to a grassroots concept-building entity, but rather more an official management network of actors, with many already subscribing. It's more focused on workshops or meetings with the firms located on a same area, to sell a common message, with the backing of local, regional authorities and possible national government. It is also not just talking about the benefits, but having a set of best practice examples that can be readily called upon. To create competition between businesses, that those without travel plans are considered less progressive makes the development of travel plan networks (territorial travel plans containing multiple organisations in an area) a real opportunity.

The main goals of travel plan networks or "forums" are:
- to build together shared tools to implement, to monitor and to evaluate (deriving economies of scale)
- to organise and disseminate the information over the territory
- to increase the number of people being able to promote and advise companies, through training of WTP advisors

LEPT, CRIF and ARENE have developed innovative examples of such network strategies:
- The *Golden Mile Transport Group* gathers together over 40 companies located along a main arterial road in west London, all wanting to improve access via sustainable transport initiatives. The group also is composed of the local authority, chambers of commerce and NGOs. The *Golden Mile* website has more information: www.goldenmilegroup.org.uk
- *Pro-Mobilité* gathers all the main stakeholders at the regional level in Ile de France and sets a new framework with tools to help firms to implement their WTPs. The *Pro-Mobilité* website has more information: www.promobilite.fr

Basic Level starting point

When your city is new to WTPs, the way that Bucharest, Budapest, Kaunas and Plovdiv were in 2007, a Forum helps to initiate for the first time contact with firms and other public actors, to organise meetings, to make presentations, to raise awareness, to learn and to train about the methodology, and to identify the organisations which could be interested in developing a WTP and see how you can assist them.

One of the first needs is to set up rationale tailored to the local context, be it economic, environmental, cultural, or geographical considerations. Members of the forum are the people who attend the meeting, once or each time, who therefore show pro-activity and hence potentially constitute the sustainable enablers for delivery.

The main goals are:
- to set up a steering group to initiate a WTP dynamic
- to experiment with WTP implementation and communicate the benefits
- to define a tailored strategy that suits the institutional and economical context

Examples of local context:
- Kaunas has based its strategy upon setting up a flagship territorial travel plan for multiple businesses

to create momentum for future private and public sector investments

- Bucharest decided to base its strategy on gaining the commitment of public sector actors and train up mobility support advisors who could then support firms on a long term view
- Budapest did not have a high level public sector support for WTPs in the early stages of the project, and so focussed its awareness-raising and engagement techniques purely on businesses, with engagement of the municipalities coming later
- Plovdiv municipality approached simultaneous engagement of decision makers – delivering a travel plan for municipal staff, and getting support from their Deputy Mayor – and also with large companies focussing on their Corporate and Social Responsibility policies

5.2.3 Mid and long term strategy to promote WTPs

Each partner city has developed its own strategy, and we can say that it is one of the very interesting results from COMMERCE, because it demonstrates that the main objective of the project, that of flexible transferability.

Whilst all the city partners have been provided with the basic knowledge and know-how about WTPs process – such as through the training sessions through the skill-share programme – they have individually defined their own ongoing strategy that it is the most relevant to their own context.

3 different strategies can be identified:

- #### Example – Kaunas and Plovdiv
The first step is to support the development of the first WTPs to build local and concrete experiences, validate and build all necessary tools and materials, and appropriate the methodology (rationale, stakes, surveys, kind of actions). In the short term, public partners (mostly the municipality) play an active role to stimulate and encourage firms. They also want to convince by leading by example (such as Plovidiv developing its own WTP). In the long term, there is enough evidence locally, to which stakeholders may feel more empathetic, the municipalities can then hand over to the firms, so that it will be more peer to peer stimulation.

- #### Example - Bucharest
Taking into account the low initial interest shown by firms for WTPs, the growing economic difficulties due to the financial crisis and the poor quality of public transport network, partners realised it could take a long time before many firms investigate this new field of mobility management. So they decided to train some key people in different public bodies (municipality, transport operators, trade unions, chambers of commerce) so that they develop all the skills and expertise within their local institutions.

These key people have been trained through the COMMERCE skillshare programme in order to be able to play the role of mobility advisors on their territory, in future years. In that way, they will be able to take forward in the long term, and disseminate the methodology. And they'll also be able to elaborate and disseminate their own self-made resources. With this knowledge, Bucharest partners have discovered that many companies do employ stand alond WTP activities, such as a shuttle bus, but these are not linked into a wider strategy.

- #### Example - Budapest
The first WTPs have emerged relatively quickly, and they've been set up by private partners (consultants, associations, banks, shopping streets). They're mainly small businesses who have been targeted because they are keen on innovative and environmental friendly initiatives. This is a "quick win" approach – used by London's *"A New Way to Work"* programme - to get

organisations signed up, even if they don't have many staff, so that the momentum starts to build, to make WTPs less conceptual, and more tangible.

But Budapest has met some difficulties to get political support because of the municipal and parliamentary elections. Politicians were not concerned by developing a mid and long term strategy about WTPs in the city. As a consequence, the private partners involved in WTPs were limited in finding new mobility solutions, as they couldn't discuss about public transport improvements. But on the other hand, Budapest is very active regarding biking policies: events, associations, campaigns, so the WTP actions moslty developed propositions to increase the use of bikes. Besides bikes, most WTPs also propose some actions in the field of car pooling.

 These first experiences prompted these pionneers to integrate the WTPs in their field of activities and promote WTP approach as a new service, such as consultancies which now offer such services. They feel like they could develop a new market by providing advice to develop WTPs. It is not suprising that Budapest municiaplity transport department itself has developed a travel plan.

5.2.4 WTP Forum members

The composition of the Forums very between cities. Attendances have ranged from six to 35 at individual meetings showing some very strong engagement. Some forums were combined with Skill Share training programmes to encourage participation and increase empowerment. A cross section of members include:

- Businesses
- Local and regional municipalities
- Public transport operators and associations
- Chambers of commerce
- Business and industry associations

- Trade unions
- NGOs
- Consultancies
- Deputy Mayor
- Councillors

5.2.5 Successful approaches by COMMERCE partners in promoting WTPs

Although there is no unique strategy to promote WTPs on a territory, we can highlight some common features concerning the role of the COMMERCE partners in promoting WTPs.

It is proof that the project's methodology to WTP empowerment worked well and shows some basic steps which have to be undertaken whatever the situation or the strategy.

- Elaborate the tools

Methodological tools and practical good practice tools. It's always the first step to show firms there is a specific framework, tried and tested: it's not a step into the unknown, and a lot of companies all over Europe have already involved in such approach. The era of experimentation is over, they are being asked to join the mainstream. But tools also enable you to build and disseminate a common message, and the adjoining COMMERCE WTP Standards allows WTPs to be high quality.

- Provide as much support as is necessary to get the first organisations to get WTPs

Tools are not enough. You have to explain how to use them, and gain trust from the companies. Having one to one meetings with company or human resources also shows it is important for the public partner for companies to develop WTPs. One of the lessons learnt form the leaders'

experience is that WTPs are an opportunity to organise new governance, and set up new public-private partnership.

- Develop communication, promotion and awareness raising activities

This is the core role of the public sector bodies. Awareness and communication actions are a necessity, at all the steps of the implementation. Pubic partners have to organise promotion of good examples, sharing of good practice and information about the benefits of WTPs.

5.2.6 Results

Results have to be seen relative to the economic context. The financial crisis of 2009 and 2010 was clearly a brake in the implementation of WTPs in the learner cities. It was less the case for Paris and London because the dynamic was already engaged. This underlines the fact that WTPs are about changing behaviour. It means that it takes time to convince and raise awareness, but when it's started, it's growing faster and it's easier to go ahead, as we've seen with the UK and French experiences.

In Ile de France, it took about 5 years to get visible impacts and to consolidate the experience in a regional network. In London it is the experience of school mobility plans at sub regional levels which led to the creation of a dedicated team and the development of smart travel policies at Transport for London. So we can't be too ambitious after only 3 years. It's quite important to follow up the evolution in the long term.

Despite this situation, some interesting results can be noted:
- All the forums have been set up and have attracted a variety of stakeholders
- Each city partner has an ongoing list of forum members who are interested in implementing WTPs which is crucial for sustained development and partnership building
- All partners are empowered with the fundamentals of WTPs thanks to the training and the resources, standards, best practice and evaluation tools on the COMMERCE Group on www.allinx.eu, many of which are translated into local languages. Partners are therefore able to pursue the actions, via the Forums, even after the end of COMMERCE (see the action programme over the next 18 months).

5.2.7 Success factors

Four key factors of success can be underlined emanating from partners' experiences in the Forums:

- Organise regular and direct contact with businesses, in person preferably
- Strive to gain clear political support
- Organise supporting promotional and awareness actions
- Gain the commitment of transport authorities where possible, integrating WTPs into regional strategies.

6.0 Workplace Travel Plan Programmes

6.1 Introduction

6.1.1 Context

Work Package 6 of the COMMERCE Project aimed at empowering city stakeholders by delivering a training scheme called the Skill Share Programme, then seeing the implementation of their programmes leading to the development of Travel Plans. These actions took place in close liaison with the WTP Forums.

Therefore this Work Package comprised three main actions:

- **Plan and Programme**.
  The programmes cover 3 years, the first 18 months falling within the lifespan of the project and seek to: increase knowledge of municipal staff engaged in WTPs, increase delivery of WTPs and improve standards of WTPs. The ultimate aim is to measure associated reductions in Co2 thanks to resulting WTPs. This was the start of the training activity that underpinned much of COMMERCE. This action targeted both the municipal staff and key decision-makers who can benefit from the experience of London and Ile-de-France.

- **Skill Share Programme**
  Leader cities developed tailor-made training programmes for the learner cities delivering training in either the learner cities on site, or in the leader cities, or indeed remotely.

- **Implementation**
  This included actions by municipalities to help raise awareness of WTPs locally and identify, in cooperation with WTP Forums, suitable organisations to develop WTPs.

6.1.2 Achievements so far – Snap shot

- **Empowerment** of public and private sector stakeholders to deliver and monitor impact of travel plans: 24 staff trained up with required skills though skill share programme
- First wave of **Travel Plans** successfully delivered in Budapest (7), Bucharest (1), Plovdiv (1)
- Travel Plan Group established in **North East Kaunas**, giving travel plan coverage to 30,000 employees across six businesses
- Travel Plan Programme established in Ile de France: *Pro-Mobilité* – giving travel plan coverage to 275,000 employees
- Travel Plan Group established in West London: *Golden Mile* giving travel plan coverage to 20,000 employees and establishing an innovative and transferable model

This chapter analyses these experiences and identifies key success factors and makes recommendations of how to deliver successful WTP Programmes and by empowering stakeholders.

6.2 Skill Share Programme

6.2.1 Summary

One of the key components the COMMERCE project was to transfer know-how from London and Paris to the 4 learner city partners Budapest, Bucharest, Kaunas and Plovdiv, with the addition of Warsaw, an observer city. This was conducted through a tailored programme of training, workshops and presentations on travel plan rationale, techniques and examples. It has furnished Budapest, Bucharest, Kaunas, Plovdiv and Warsaw with the skills to make their first steps in implementing WTPs.

The process started with a two day induction seminar held in London in 2008, at which municipal representatives of the Learner cities attended. It served two purposes in the commencement of the skill share programme. Firstly it gave a comprehensive training from conceptual to practical levels, giving the staff knowledge for the first time on Workplace Travel Plans.

Secondly, through the interactive sessions and late in the project management meetings, it gave London and Paris the chance to map out the areas in which the cities were most interested in receiving future tailored trainings over the coming years, and where more best practice was needed to help them engage and convince their local stakeholders. This then allowed London and Paris to develop training programmes and identify the appropriate trainers from the two cities, and enlist their support.

This also allowed London and Paris to examine areas of WTP standardisation and improvement in their cities.

The Mentoring framework was as follows:

Leader (trainer)	➔	**Learner (trainees)**
London	➔	Kaunas, Plovdiv, Warsaw (observer)
Paris	➔	Bucharest, Budapest

6.2.2 Sample of Skill Share Trainers

London and Paris made available highly experience and skilled officers for the training programmes. This included:

- Steve Macey, Relationship Manager, Transport for London – experience in engaging large businesses into WTPs

- Sarah Cummings, Sub-Regional Coordinator, SELTRANS and Jakub Bojczuk, Sub-Regional Coordinator, SWELTRAC – experience in selling the concept of WTPs to small and medium sized organisations, and to design and draft travel plan documents setting smart targets.

- Charlotte May, North London Travel Plans - experience in selling the concept of WTPs to small and medium sized organisations, and to design and draft travel plan documents setting smart targets.

- Celine MEUNIER (ARENE) – leading delivery partner of Paris Regional Travel Plan Programme *Pro-Mobilité.*

- Jean-Yves MARIE-ROSE (ADEME) – leading delivery partner of Paris Regional Travel Plan Programme *Pro-Mobilité.*

- Muriel MARIOTTO (CERTU) – leading delivery partner of Paris Regional Travel Plan Programme *Pro-Mobilité.*

- Nathalie GRANES (CRIF) – leading delivery partner of Paris Regional Travel Plan Programme *Pro-Mobilité.*

- Alain GUISNEL (ICADE) – leading delivery partner of Paris Regional Travel Plan Programme *Pro-Mobilité.*

- Christophe HAUSBERG (ACFCI) – leading delivery partner of Paris Regional Travel Plan Programme *Pro-Mobilité.*

- Anna PAUTARD (CCI Versailles- Yvlines) – shortlisted candidate of PEWTA award – best practice case study.

6.2.3 Sample of trainees

- Municipal staff
- Public agency staff
- Business staff
- Trade Unions
- Chambers of Commerce
- Public Transport Authorities
- Ministerial staff
- University staff and students

6.2.4 Types of skill share

- **Training** – training seminars delivered by Leader cities in Learner cities
- **Mentoring** – ongoing support remotely by phone or email by WTP experts
- **Work Shadowing** – Staff from Learner cities come to Leader cities to witness how WTPs are developed and businesses engaged

6.2.5 Skill Share Tools

- PowerPoint slide presentations
- Photographic guides
- Group discussion
- Practical case studies analysis
- Breakout workshops
- Site visits
- Meetings with industry experts

6.2.6 Programme Themes

Programmes typically lasted 2 to 3 days, comprising a mixture tools and themes. The programme themes are listed below. Many of the presentations used have been collated into the COMMERCE Group on www.allinx.eu so that any stakeholder can download and use themselves.

Venue	Date	Programme Themes
London to Plovdiv	8-10 July 2009	- Mobility Management and business efficiency - MM to help staff retention, reduce carbon footprint - WTP Case Study
London to Plovdiv	14-16 July 2010	- Compulsory mobility plans for new developments - Developing a new mobility plan - Municipal mobility plans - What is a mobility plan with photos
London to Kaunas	26-29 Jan 2009	- How to arrange a one to one business meeting - How to arrange a business event - Cheap and Quick Travel Plan measures - UK Development Control legislation - compulsory Mobility Plans - COMMERCE WTP guide book - Staff Travel Survey - Awareness raising, events and campaigns
Kaunas to London	15-18 June 2009	- Smart Cards - Bromley Town Centre Travel Plan - iTrace WTP evaluation software - Business Improvement Districts and WTPs - TFL and Sub-regional WTP strategy and business approaching
London to Warsaw	8-9 June 2010	- Introduction to COMMERCE - Examples of mobility plans - Mobility Plan Networks and Groups - Marketing behaviour change - Mobility Plan policies in COMMERCE cities - Kracow University Mobility Plan - Mobility Plan Workshop exercise
Warsaw to London	23-24 Sept 2010	- Municipal Travel Plans, to assist Warsaw City Council travel plan - Participation in UK COMMERCE Country Seminar
Paris to Bucharest	29 Sept – 1 October 2009	- How to develop a WTP - Policy frameworks, practical example of Paris – *Pro-Mobilité*
Paris to Bucharest	17 to 19 October 2009	- Health, economic and environmental benefits - Road Safety benefits - Benefits for companies
Workshadow in Paris	13 to 15 April 2010	- WTP case studies: Air France, Banque de France - How to evaluate a WTP, modal shift and Co2 - Business case for WTPs - WTP measures - Micro and macro level benefits

6.2.7 Observations and Recommendations

Following the skill share programmes, the trainees would give feedback and trainers would make specific recommendations on to the municipal staff on how to move forward. Here are some extracts from the reports:

London to PLOVDIV – Steve Macey 2009 - *City Recommendations*
"The municipality are offering little to support business in travel planning other than guidance when they write their own. This is a problem as either companies do not see the need or feel they have the necessary tools in place already".

"The Energy Agency of Plovdiv seems to exhibit a firm grasp of the issues of mobility management and how to engage businesses. Guides have been written for business. The municipality should consider using this resource to engage and support business even possibly using them as the expertise to operate the planned Mobility Management Centre."

"If the municipality do not have funding to support workplace measures they should consider merchandising to raise awareness with business as the populations understanding of Mobility Management is very low. It is very encouraging that resulting from Steve Macey's training and presentation Lipia, one of the largest employers in the region agreed to work with Rumena and it is suggested that Rumena writes an article for the local newspaper / press detailing the COMMERCE training meeting and also obtaining a quote from Lipia for example: "we see the economic, environmental and social advantages of mobility plans and look forward to implementing measures to give staff options of getting to and from work"."

"Recommend targeting the International Convention Centre which hosts 2 major events a year and a number of smaller events and the rowing\sporting centre (the latter attracts a number of people in cars with bikes on the back that visit there to cycle safely).

"Recommend engaging Schools, universities and Hospitals for travel plans – the Deputy Mayor indicated support for this. The municipality is shortly to adopt its own travel plan. Recommend home and flexible working to be included as soon as possible. Steve Macey has agreed to give advice by phone or email for remainder of 2009 to Rumena."

London to PLOVDIV – Charlotte May 2010 - *City Recommendations*
"People I spoke to in the course of the skill share event expressed interest in cycling, but regarded it as dangerous/unpleasant due to traffic. Recommend that the municipality links up with environmental and cycling groups (and any interested businesses, or the university) to press for improved support and infrastructure for cyclists (and management of traffic)."

"Land use planning and new developments should be planned with (public) transport infrastructure in mind, and should include provision for cyclists (including separate cycle paths as industrial estates are often sited on or close to fast roads). The municipality should publicise its own travel plan, more to show community leadership, as part of a strategy to engage businesses."

6.2.8 Impact of skill share

Whilst the number of staff that have received training is much greater, there are 27 staff members that can now themselves deliver training as a result of the skill share programme. A very sustainable impact for future WTP development.

Municipal staff able to give WTP training	No. staff
London	2
Paris	6
Bucharest	5
Budapest	2
Kaunas	8
Plovdiv	1
Warsaw	3
TOTAL	27

At the outset of the project, there were no staff members in the Municipality of Budapest department transport aware of WTPs. Now 70 people are aware of the essence of COMMERCE, one of which is able to promote, as well as the staff at Studio Metropolitana. This has had a leading effect on delivering several WTPs in the cities.

In Bucharest, the chamber of commerce (CCIB) has learned from the Paris experience the best ways for approaching WTP at local and regional levels. The workshops attracted 20 trainees. This has contributed to an increase in inter-institutional collaboration on local level and the Prefecture involvement in the development of local law proposals, inducing long term help for developing of WTPs.

Kaunas has seen company representatives being convinced of the merits of WTPs supporting a territorial WTP covering 25,000 staff in the North East of the city.

Plovdiv's breakout workshops in particular we a big a success in identifying and answering challenges specific to the delegates. The presence of the Vice Mayor of Plovdiv was useful in raising the profile of WTPs locally. Following the skill share, the Plovdiv officer was immediately able to undertake the development of the travel plan for the municipality herself.

The impact of the skill share training programme delivered in Warsaw was quick. Following the event, the municipality's transport department agreed to set up a travel plan to show community leadership. This process was facilitated by the fact that the trainer from London was himself Polish which meant that the messages were 100% conveyed to the audiences. He gave simultaneous translation in plenary but workshops were more difficult for him to facilitate as there were many tables to cover. However, this method of training was very successful in getting individuals to contribute more. The last session focused on the trainer understanding what the delegates had learned.

Before the skill share programme, Kracow (through their CIVITAS status) was trying to engage with Warsaw as part of their project dissemination activities but had not succeeded. However, thanks to the COMMERCE skill share programme, the trainer presented the travel plan being delivered by Kracow University. Thanks to this awareness-raising, Warsaw then got in touch with Kracow University to learn about the travel plan.

The trainer also carried out remote advice and assistance during January to August 2010 which played a big part in increasing trust and understanding.

Overall, it was noted that on return to the UK, the trainers felt energised, enthused and even more focused on delivering the correct messages to secure WTP understanding and support.

6.2.9 Recommendations for Skill Share implementation:

- set up an baseline training programme with fundamental information
- take time to understand local context: discussion, visits, forums, phone calls before the programme, then tailor make training to the local needs
- deliver methodological materials backed up with tangible and transferable examples
- deliver business to business training, to overcome any distrust of municipalities by business.
- Not to underestimate the necessity of translation in each country's language and put a budget to one side for this

6.2.10 Skill Share training materials: www.allinx.eu

As the training sessions continued, the number and the variety of presentations and materials amassed grew ever larger, and the topics covered more thoroughly. Therefore, LEPT has collated these resources onto the COMMERCE Group of **www.allinx.eu** so that everyone can download and benefit from these tried and tested approaches to empowering and changing minds.

The skill share has proven to be so popular, and successful, that all Learner cities have requested that similar services are made available in future. As such it is a modal that could well be transferred elsewhere.

6.2.11 Transfer of Best Practice

Through the skill share programme, (along with the platform on Allinx, the awards, study visits and close partnership working), the Leader cities have successfully transferred expertise to the Learner cities which is manifested in the number of staff now able to deliver training on WTPs and the WTPs that are now in operation.

6.3 Workplace Travel Plan Programme Implementation

6.3.1 City Actions

6.3.1.1 London

In London, lead COMMERCE partner LEPT decided to take forward the travel plan agenda, not by setting up individual travel plans for organisations, but rather via a large scale travel plan network encompassing multiple businesses, local authorities and NGOs to deliver a series of travel plan measures, in a sustainable partnership. This network or forum is called the Golden Mile Travel Transport Group, based in the London Borough of Hounslow.

It is a pioneering initiative comprising LEPT, Transport for London, West London Business, LB Hounslow and 40 businesses has been established to offer economies of scale through joint travel plan services such as pool bikes, business cases, maps, real-time public transport departures and a joint website. Further, the Golden Mile Transport Group Framework Travel Plan was established in September 2010, a single travel plan for all the area's businesses. The next survey will take place before April 2012 when modal shift will be calculated. It covers 20,000 staff. See the website for more information: http://www.goldenmilegroup.org.uk/

Context

Since London had a well established regional Travel Plan Programme (initially through Transport for London's '*A New Way to Work*') at the beginning of the project, it wasn't necessary (or innovative) to set up a similar type forum to those being set up in the Learner cities.

The real innovation in London was to develop an area-based Travel Plan, similar to a Forum, which included businesses, chamber of commerce, the local municipality of one urban area with common interests in site access, congestion, staff concerns and with potential for economies of scale in Travel Plan activities.

Golden Mile arterial road
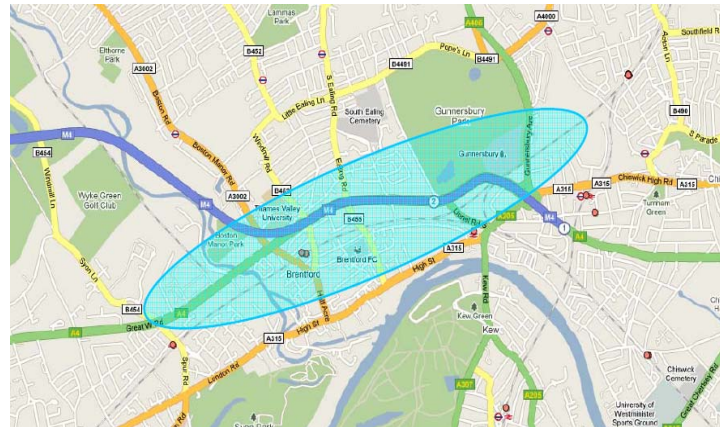
Golden Mile business locations

Whilst this forum had met before, it was lacking the resources to make it to grow in size and remit. At the meeting of 29 October, it was agreed that more staff time was needed through a dedicated person in order to run the meetings, progress initiatives and engage with businesses who are not involved/attending the meetings. Funding was also necessary for publicity and promotional work. It was agreed that COMMERCE would provide these resources, and push the Group forward.

The objective of the GMTG is to ease congestion and increase accessibility on the arterial road on which businesses are situated close to. The aim is to increase the number of business members of the Group in order to deliver economies of scale of joint cooperation such as car sharing, car pooling, bike pooling, electric vehicles. Not just this, but to create a forum in which business managers are able to learn new travel planning approaches from their neighbours and lever in external funding.

The advances made and described below have allowed the group to move to the next level of integration with the development of a Framework Travel Plan which serves all the members of the Travel Plan Group, following the surveying of ten of the major members.

Members

Golden Mile Transport Group 45 members			
Agfa	Education Business Partnership	Carillion	TfL
Arup	EMC2 Data Point	LB Hounslow	Thames Valley University
B Sky B	Enjoy Work, Chiswick Park	LEPT	Watermans Art Centre
Barratt Homes	Green Corridors	Mercedes	West London Audi
Bonnington Group	Green Tomato	MVA Consultancy	West London Business
Brentford FC	GSK	MyByBox	WestTrans
British Standards Institute	Harrods	Page One	Wizz Bikes
Brompton Bicycle	Highways Agency	Parsons Brinckerhoff	Worley Parsons
Careline Services	Homebase	Reed Recruitment	Infracharge
Carrillion	IAM	Reliance Globalcom	Tesco
Chiswick Moran Hotel	Integrated Transport Projects	Sega	JC Decaux

Photos: Golden Mile events

Member sectors

- Municipality – London Borough of Hounslow
- Regional Transport Authority – Transport for London
- University
- Football club
- Businesses (services, commercial, bike shop) staff numbers in business range from 5 to 1,200. There is a membership fee for businesses, which is not yet compulsory. There are eight paying members in 2010
- Transport Consultancies
- Hotel

Attending members

- 29 October 2009   28 delegates (19 different organisations)
- 27 January 2010   34 delegates (25 orgs)
- 23 April 2010   20 delegates (15 orgs)
- 14 July 2010   29 delegates (20 orgs)

Steering Group

A vital part of this process has been to hold regular Steering Groups, to which members are invited. The venue changes each time, rotating amongst the different partners to allow everyone to learn a bit of insight into different sites in the Golden Mile, and see different travel plan measures with their own eyes giving inspiration. It meets every 2 months giving power to the businesses at the meeting – asking what measures they want to jointly develop. A similar modal has been adopted in Paris to encourage business ownership of the travel plan measures.

Steering Group Agendas

Some of the most interesting agenda items are listed below. Points to note are that the agendas have great variety each time, involve a different session chair, set at different host businesses to keep things fresh, and to allow businesses the scope to take ownership and lay their mark on the meeting. The host is allowed a 10 to 15 minute introduction profile presentation on their business which constitutes an incentive to offer to host. Full agendas, minutes and presentation slides are available on the golden mile website: www.goldenmilegroup.org.uk

- **Shared marketing materials**
Presentation of the finalised marketing materials for full members of the Group, following previous group discussions on what members wanted. Discussion took place on requirement of forthcoming real time information portal.

- **Electric Vehicle proposal**
A presentation on Electric Vehicle Charging points and details of an offer of grant support (from LB Hounslow) for businesses wanting to install points onsite.

- **GM website launch**
Presentation of the finalised Golden Mile website and real time information portal and discussion on best methods of undertaking further testing and disseminating to employees. Real time function on website: http://realtime.goldenmilegroup.org.uk *Transferable model.*

- **B Sky B – Samira Khan, Travel Plan Case Study**
Promotion of sustainable travel to staff – Rationales and Results including Personalised Travel Planning for staff.

- **Framework Travel Plan strategy for the Golden Mile area**
Update of work done by Highways Agency to create a framework travel strategy for the area. *Transferable model.*

- **PACT – Personal Carbon Trading Scheme**
Online personal carbon trading tool developed by WSP Environment and Energy. PACT allows staff to track their carbon emissions using an online tool over a year. Staff enter data quarterly and can track their emissions for home energy consumption, their commute to and from work and for personal travel. The standard reward rate is 5p per kg of CO_2 with a cap of £100 per individual. *Transferable model.*

- **Legible London in Hounslow**
Transport for London presented on their Legible London pilot, which uses branded signs in key areas (or decision points) with user friendly maps, with key buildings identified in 3D and distances given in times, not distance, to make finding destinations on foot easy.

- **The new 'Brompton Doc'**

The new Brompton Doc cycle hire scheme launch. Aimed at medium and long term cycle hire commuters and tourists the scheme is to be installed at train stations, corporate offices, retail units and in on street car park spaces. The scheme benefits from reduced installation costs as it does not need planning permission, external power or construction. *Transferable model.*

- **Fun extras at the meetings**

Delegates were invited to view the Citroen EV1 and test drive it in the car park

Outputs of the Golden Mile Transport Group

There have been many innovative activities led by the Group, many resulting from presentations and discussions are the Steering Group, and which are transferable to other cities. They include:

- **Framework Travel Plan – (Area based Travel Plan)**

The development of this has proven to be of huge interest to the businesses and the local authority as the Highways Agency (Transport Ministry managed) has itself laid great importance to develop an area based travel plan for the Golden Mile corridor. The results of the initial travel surveys gave an indication of where staff in the area live, and therefore what travel options are available to them. The Plan itself gives recommendations for shared activities and joint-procurement of travel plan measures (bike pool, car pool, marketing materials) all of which should derive economies of scale for the businesses. It will form the structure of the next 18 months of the WTP Programme.

- **Golden Mile pool bike scheme**

A great new service for the members of the Golden Mile who have access to 10 bikes spread across the site, allowing staff to take leisure or work related journeys before or after work, or at lunch time, reducing the need to use the car.

- **Hounslow Travel Active Scheme**

The new Hounslow Travel Active website (www.hounslowtravelactive.org.uk) concept aims to promote walking and cycling, allowing participants to log their walking and cycling mileage, see how many calories they have burnt off and set personal mileage challenges. The model is transferable to any business across the EU wishing to engender competition amongst its staff, to be the most sustainable, which would be most effective with incentives and prizes for the winner.

- **Nominated Travel Plan Officer to coordinate and push forward actions**

It is not surprising that this item was popular as it confirmed that the GM would receive extra resources, and so businesses were assured of the longevity and commitment appropriated to the Group.

- **Self financing future Strategy**

Discussions on the review of membership fees for the period 2010/11. An options paper was discussed. The outcome was that the majority of businesses indicated that they were prepared to increase their membership fees as follows:

Size	Current Fee	Proposed Fee
Over 1,000 employees	£400	£800
Between 250-1,000 employees	£200	£400
Up to 250 employees	£100	£200

This would bring in a doubling of annual revenue from £2,000 to £4,000. It shows the businesses can see the benefits of membership. The future looks very promising.

- **Business recruitment events**

A successful example was an evening reception held at prestigious venue (Audi Quattro Show Rooms) in the evening of 14 July 2010 with drinks and canopés to attract new and existing businesses to come after work. High profile speakers from the Chamber of Commerce and Transport for London gave gravitas to the event and a competition was held during the reception (the only way to find out the answers to the quiz was by speaking to other business representatives) which encouraged networking and made the evening quite informal. New business contacts were made as a result.

- **Golden Mile branding, website and newsletter**.

In order to give the Golden Mile real tangibility and status, branding was developed and then a website to attract attention to the new body. Minutes of meetings are made publicly available so prospective new businesses can decide whether they would like to join or not. It also cuts administration time for the managers as businesses can be signposted here quickly. A regular newsletter has been developed to further this aim which is emailed directly to business members.

- **Golden Mile Real Time Public Transport departures**

Staff in the GM area can log onto this website from their desk top and see when their metro or train is due to arrive, so they can maximise time spent in the office, and minimise that spent at the train station, especially if there are delays. There are also interactive bus maps showing you where the buses travel to in the area and "Jam Cams" which show where traffic jams are in the area. Go to http://www.goldenmilegroup.org.uk/

- *Try Cycling*

This is a new and innovative Travel Planning measure which targets business staff to try cycling for this first time, and importantly, removes any barrier which may exist for them to start. It is run by WESTTRANS in London. They offer a free bike for a 4 week trial including equipment, cycle training and route planning. At the end of the trial the employee has the option to buy the bike and equipment at discounted rate with an analysis of KM cycled, Co2 saved and calories burned. 74 out of 71 participants completed the trial and 19 bought bikes at the end. 75% said their journey to work was less stressful.

- **Business case for WTPs**

Developed for the attention of London Borough of Bromley, to convince them to invest in an area-wide Travel Plan for the Town Centre: BTCTEP. It set out investments against outputs and includes measures such as a town centre bike and car pool and bike to work competitions. It puts forward a strong case which is transferable to many other cities. Available on allinx website.

- **Golden Mile brochure**

LEPT has developed a promotional publication which presents the merits of joint travel plan cooperation: "*Workplace Travel Plan Forums – Experiences from the Golden Mile".* See www.allinx.eu.

Regional support has remained high for Travel Plans in London (especially following the 13% reduction in car use achieved through WTPs), although as this report is drafted, Transport for London are undergoing a budget review, and the future of the WTP programme is uncertain. WTPs are more integrated then ever into local, regional and national transport strategy. COMMERCE has assisted in this, especially via the Golden Mile, the standards, the awards, the local forums and the collation and dissemination of WTP best practice, mainly at the London regional level.

6.3.1.2 Paris

Regionally - and through the COMMERCE project - Conseil Region Ile de France (CRIF) and the Regional Agency for Environment and new Energy (ARENE) have established an exciting and revolutionary partnership in Ile de France called *Pro'Mobilité*. It includes the 8 main regional stakeholders of the Region Ile de France and is delivering a new regional policy to support business WTPs: such as the *Pro-Mobilité* website with resources (1,300 hits in first month), a network of mobility advisors to engage businesses and financial support packages to businesses who join together in a travel plan group. The 8 regional actors are:

- Conseil Regional Ile de France (CRIF)
- Regional Regional Transport Authority (STIF)
- Regional Agency for Environment and new Energy (ARENE)
- French Environment and Energy Management Agency (ADEME)
- Regional and Local chambers of commerce
- Regional Institute for Land Use Planning (IAU)
- State Agency for Mobility, Transport and Land Use Planning (CERTU)
- State administration for Environmental Protection (DRIEE)

By combining many stakeholders, the required financial cost for each is not very large as it is shared out amongst many actors. The result is that by September 2010, 275,000 employees are now covered by a WTP. Many aspects have been inspired and transferred from the Transport for London's *A New Way to Work* WTP model such as the issue of branding, travel plan advisors and the *iTRACE* monitoring and evaluation tool**.** Thanks to *Pro-Mobilité,* for the first time all travel plans being delivered in Paris are now captured and managed in one domain.

Paris is now seeing the development of an evaluation and monitoring system for WTPs, drawing on the experience of Transport for London.

Regionally, CRIF has provided financial support for the training up of mobility advisors who now engage with businesses and sell the concept of travel plans. It is the lead partner of *Pro-Mobilité*. Locally, some municipalities have their own mobility advisors and transport authorities may now also use consultancies to develop Travel Plans.

New stakeholders have become involved in the framework of Travel Plan coordination: IAU of Ile de France who provides expertise on travel plan surveys, Chamber of Commerce whose Mobility Advisors act as intermediaries between public authorities and businesses.

ACFCI (the French association of Chambers of Commerce) has delivered training sessions for mobility advisors and participates in related dissemination events. Also, there are more consultancies which are able to provide support on surveys and travel plan methodologies than was the case 3 years ago.

Private companies are developing innovative schemes such as Paris' first Electric Pool Bike scheme at ST Microelectronics.

Pro-Mobilité – 8 steps to a new regional WTP Programme

1. Set up a network of mobility advisors who are trained in how to sell travel plans to businesses. Establish financing for these new jobs, deliver training sessions dedicated to mobility advice and WTP in Ile de France (taking into account the specific institutional and political system in IDF).

2. Evolution in the companies network:
   - development of local and territorial workshops managed by the mobility advisors, to pursue the operational sharing of experience between the companies and encourage peer to peer dialogue;
   - focus the regional meetings on strategic issues inviting all company representatives.

3. Develop an evaluation system, for 2 objectives:
   - At a regional and national scale: to be able to make comparisons with other regions at the national level and to evaluate the effectiveness of regional strategy, and to adapt if necessary;
   - At an individual scale, for every WTP to help companies evaluate and improve their own WTP. Use the COMMERCE standards to assist the step by step process.

4. Promote the development of working groups led by the companies themselves

5. Organise the training system for WTP and for mobility advisors, at a regional and national level: articulate and integrate existing training courses

6. Organise an integrated Mobility management policy at the regional level, gathering WTPs, school travel plans, mobility advice, mobility centres (similar to that of London)

7. Secure these objectives with the evolution of the legal framework: For example in Paris, the second step of the Air Climate Plan will increase the number of mandatory WTPs

8. Events and communication: organise seminars, forums, training for decision makers. Set up a website focal point for all of these tools: www.promobilite.fr

6.3.1.3 Bucharest

Municipal staff were engaged into the travel plan concept through RATB and CCIB's promotion of best practice and by working with SIVECO a company which was awarded the special PEWTA

2009 prize in view of its modal shift from 40% to 18% car use amongst staff in one year. This raised profile led to a positive reaction within the Bucharest Municipality to involve their staff in mobility planning, and their representative participated at the Skill Share trainings sessions put on by Paris. As a result, local authorities have been keen to include mobility plans in their transport policy and trade unions are emphasising the benefits of WTP to their members and are in favour of a bottom-up approach (from the employees to the employers) for the initiation of WTPs. Moreover the business and industry associations encourage their members to implement workplace travel plans for their organisations.

As a result of their participation to the trainings and forums, as well as to the COMMERCE National Seminar, the local authorities from Bucharest and from several Romanian cities were influenced for future introduction and development of mobility plans in their transport policy. The National Seminar reunited, along with RATB and CCIB as partners in the COMMERCE project, representatives of Ministry of Regional Development and Tourism and Ministry of Education and representatives of local authorities and public transport operators from important Romanian cities like Constanta, Cluj-Napoca, Sibiu, Giurgiu, Galati, Targoviste, Calarasi and Buzau, and as well forum members: trade union, business and industry associations. The conclusion of the National seminar was that in Romanian cities there is a real need for developing mobility plans and the local authorities must work together with the local transport operators, local chambers of commerce and industry and NGOs for the promotion and support of WTP developments.

As a result of their participation to the trainings and forums, as well as to the COMMERCE National Seminar, the local authorities from Bucharest and from several Romanian cities were influenced for future introduction and development of mobility plans in their transport policy.

Moreover the business and industry associations encourage their members to implement workplace travel plans for their organisations.

Through the collaboration with CODATU-Romania they are elaborating a local law proposal to encourage WTP development in Romanian cities. Not only in Bucharest, but in Romania a lot of companies apply workplace travel plans like schemes, but they do not name them in this way, so it is very difficult to draw up a statistic in this regard. Local regulation can provide real support for developing coordinated mobility plans according to the experience achieved during the COMMERCE project.

6.3.1.4 Budapest

Studio Metropolitana has successfully introduced 7 WTPs in the last 3 years. At the outset mostly private companies were targeted, but the economic crisis meant that P5 then also targeted municipalities as well as a shopping area. Travel plans include the following, all of which had underdone staff travel surveys allowing for modal shift to be measured in 2012, although some early trends have already emerged:

- Reevolutio Ltd (20% increase in cycling)
- CIB Bank (cycling has increased 10%)
- Budapest municipality transport department (Cycling increased 5%)
- Rakoczi Street – Travel Plan for visitors to shopping areas

CIB – BANK WTP

Studio Metropolitana has met with the head of CSR of CIB Bank to discuss:

- State and evaluation of WTP
- Developments of 2010
- Future projects possibilities
- Cooperation

The travel survey took place in the turn of 2009-10. At CIB's 4 Budapest HQs 1300 people are working all together, while almost 600 staff were involved in the project, *(all located in one building)* out of which nearly 300 have finished the test. The results pointed out the necessity of the improvement of the infrastructure of bicycles, as well as the high number of cars with single passengers. Also, the question of home working arose, which represents a small number of staff at the company.

Facilities for environmentally friendly transport of CIB in 2009 include parking facilities for up to 60 bicycles and changing rooms: 127 lockers with shower, most of them are without heating, since they are located at the basements of the buildings

Main results of the survey

Public Transport *(BKV, MÁV, VOLÁN)*	56,91%
Combined *(ex:. car&BKV)*	6,72%
car – driver	18,07%
car – passenger	3.96%
walk	7,55%
bicycle	5,45%
Motorcycle	1,35%
Other	3,95%
TOTAL	**100,00%**

In 2010 CIB has achieved the following developments:

- Parking place development for more than 40 bicycles, usability is now 100%. CIB considers to build more. The percentage of bike users has increased up to 10%
- 6 pool-bikes in Budapest, two outside of Budapest. The use of such bikes is 100% by today. At the moment bikes cannot be taken home, however it is planned to be introduced in 2011. CIB considers developing a bike-park as well
- In 2011 it is planned to establish a better heating system in all changing rooms

In the next 18 months WTP has to be improved in the following areas:
- Solutions have to be found for bike-sharing and car-pooling programs
- A Bicycle-park has to be developed
- Studio Metropolitana plans to cooperate with CIB, to develop professional programs, in order to pursue other Banks as well within the city. Meetings start in the middle of October 2010, when future strategies are going to be set up

WTP OF BUDAPEST MUNICIPALITY, DEPARTMENT OF TRANSPORT

Studio Metropolitana met with the Municipality to discuss the state and evaluation of WTP, developments of 2010 and future project possibilities. The survey took place in the turn of 2009-10. At the department nearly 70 staffs are working. All of them were involved, out of which 37 have finished the test. The results pointed out: the high number of public transport users, the necessity of infrastructure improvements of bicycles, and the development of car-pooling system, due to high number of cars with single passenger.

Facilities for environment friendly transport of the Municipality in 2009
- Small number of parking facility for bicycles
- Free season ticket for the local transport *(BKV)*
- 3 pool-bikes

Main results of the survey

by-passer	6,25%
by bike	3,13%
car	9,38%
passenger – car	0,00%
motorcycle	0,00%
public transport	78,13%
combined	3,11%
TOTAL	**100,00%**

Developments of 2010
- Unfortunately the number of bicycle parking facilities has not improved however there is still a high need for it
- The number of pool-bikes has not improved, one even has been stolen, and however there is a need for such improvements. Staffs have also commented, the need for campaigns within the Municipality, which aims to improve the number of bicycle users
- Free tickets of local transport are still available for staff of the municipality
- The number of bicycle users has grown up to 4 people (5%). The number of regular car users has decreased to 5 staff from 7

Future projects

- Organising market for used bicycles; most of the staffs have commented the need for such event
- More parking facilities for bicycles
- The problem of single passengers in cars is a common issue in all companies. An integrated solution has to be worked out in order to decrease car transport, cooperating with the partner organisations of COMMERCE

Comments

Lack of improvements are the result of the disinterest of political agenda, due to political-social-economic crisis, as well as the ongoing municipal and parliament *(may 2010.)* elections.

Campaigns

The success of Studio Metropolitana in reaching the first objective – of achieving buy in and setting up travel plans - can be partly explained by their wider awareness raising activities in the city, promoting the concept of cycling to work, or using public transport. These successes have been achieved despite an uncertain political environment, and with little public sector support.

Here are two such awareness raising activities:

STOP Campaign

"In January 2010 negotiations started about salary between the trade union of Public Transport employees and the management of Budapest Public Transport Plc. The two parties could not agree, which resulted strike of the employees in the capital; Drivers of buses, trams, trolleys denied working for 5 days.

As a consequence of the strike people of Budapest joined and some of the drivers shared their cars with by-passers, waiting at the stations. Within a few days, the strike and the sharing campaign outgrew itself and radio, TV stations were reporting about the actions, and called on drivers to stop and share.

"If car-sharing could work for 5 days, than it has to work in the future as well". This was the main conclusion that strive us to continue such campaigns.

In July, we have a great Art Festival within a beautiful valley. There are art programs in 6 small villages. The festival is famous of its transportation, since buses are usually crowded and rare, so people are tend to join to cars and drivers are likely to share their cars for the period. We decided that the festival could be a great place for introducing, strengthening and acknowledging the use of car sharing, so we prepared a campaign, where cars could get small phosphorescent decals, by-passers could get phosphorescent bracelet as a benefaction for people aggrieved by flood. The festival and the campaign was a great success, all the bracelets and decals were gone, we gave several interviews for TV and radio channels as well.

In September we organized a 4 day long Car-sharing competition with some NGOs. The competition was partly a success; most of the registrations were by-passers, who are willing to join to cars, unfortunately no driver has logged in, so we decided to extend the period of the competition till the end of October.

On the 29 of October we organized a friendly meeting with the participants, to discuss and share experiences and to talk about the future of the car-sharing.

It came up that most of the participants were outside of Budapest, whose are commuting each day to work and back. One driver has raised that he would even do his own campaign in one of the small cities outside of Budapest."

12% Campaign – how to get people cycling even in hilly areas

"During the last 10 years the number of bicycle users is tripled at least. The relevance of bicycle lanes is acknowledged in every-day developments of infrastructure, however there are still shortcomings and obstructions.

Buda side of Budapest is very hilly. Residents prefer public transport or car for every-day work travel, due to frequent slopes, which harden the way back after work.

We have collected all European models that designed to solve such challenges. The research has been presented and discussed with local governmental and NGO institutions, whether which model could be suitable for Budapest. The result was steady, so bike garages should be set up and PT vehicles should be converted to be able to carry bicycles.

All agreed that needs should be measured at first. We decided to set up a bike tend at the most frequent center of Buda and interview bikers and by-passers. Unfortunately we could not get the permission in time, so we marked out schools, biker places, pubs etc. asked professional organizations, popular websites, local governments to post online questionnaires.

After a month we have collected more than a thousand filled forms from both online and personal. Results were definite in most of the questions.

· The majority of people have supported solutions for bike travel on hills
· Most voted for "guarded garages" as a solution
· Vast of people would travel on bike every-day if there is a solution for the mentioned problems

After the summary we convened the forum again to assess the results and to discuss the future of the project. All agree that the results have to be published and presented to local governments, the Budapest Municipality and to Budapest Public Transport Enterprise.

The campaign and the research have been invited to Seville, Velo-City 2011"

6.3.1.5 Kaunas

Following comprehensive travel surveys, Kaunas has delivered a Travel Plan for the businesses of North East part of the city. A very advanced concept mirroring that of the Golden Mile Transport Group, with a single travel plan serving the needs of multiple businesses, achieving economies of scale. Businesses sit on a Steering Group which in June 2010 officially approved the travel plan. Re-surveys will take place in 2012 to examine the impact on modal shift. Employers have been successfully engaged with the benefits of travel plans. It covers 30,000 staff so has great potential.
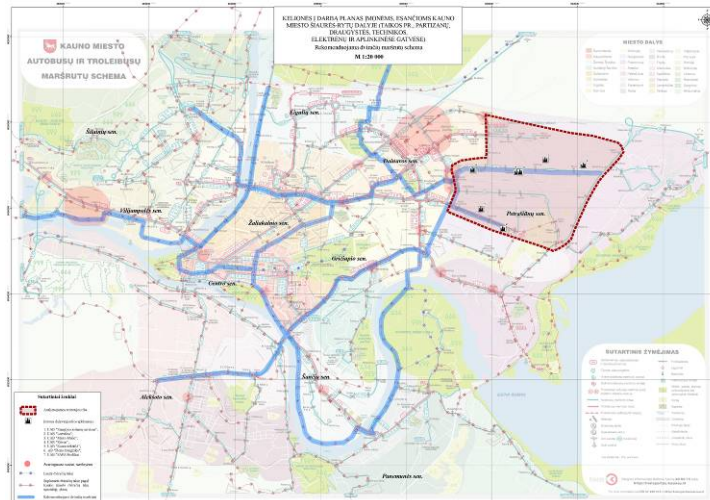
Area covered by the Network Travel Plan in Kaunas

Area-based Travel Plan

Following staff travel surveys and the development of the travel plan, recommendations for future actions include:
- the municipality extending bicycle paths and infrastructure
- optimisation of public transport routes and schedules
- the companies to appoint a travel plan coordinator for the site
- to give information to staff on alternative options for getting to the site
- set up a joint pool bike scheme

The Forum of the North-east region of Kaunas city was initiated by the Kaunas city Municipality administration. The programme development division as the main activity of the COMMERCE Project decided to help companies to solve their problems on work travels. Transport management and environmental protection divisions were involved to the Forum meetings, training seminars. WTP will be used for revision of the Kaunas public transport plan revision.

A copy of the Travel Plan is available on www.allinx.eu / COMMERCE Group

6.3.1.6 Plovdiv

The first travel survey of the Municipality of Plovdiv was completed in May, 2009 followed by the development of their Travel Plan in June 2009. This followed advice from P1 LEPT and expertise given through the Induction Seminar and Skill Share. It is intended that a review in 2012 will allow modal shift evaluation.

The priorities of the plan are to work with the transport companies to involve sustainable transport facilities in the local area, to increase the share of walking and cycling and public transport journeys in order to reduce Co2 emissions.

The financial crisis made it especially tough for Plovdiv to engage major companies, whilst the largest employer Lipia did agree to a Travel Plan following a London Skill Share event in Plovdiv and meetings with the Deputy Mayor, later they withdrew due to shifting priorities. Plovdiv successfully concentrated efforts embedding WTPs in public sector transport strategy which was achieved with the support of the Deputy Mayor "European Policies and Projects" putting cyclist safety and the Mobility Centre.

A copy of the Travel Plan is available on www.allinx.eu / COMMERCE Group

6.4 Results – WTPs in partner cities

In a snapshot, this is the result of the WTP Programmes in the New Member State cities and shows notable progress, especially when it is noted that there were no WTPs in the New Member States before the project started. The Travel Plans set up in London and Paris as a result of the COMMERCE project are much less, as established programmes already existed, but the COMMERCE supported Golden Mile Transport Group now covers 40 businesses and 20,000 staff, and *Pro-Mobilité* covers 275,000 staff.

City	2007	2010	2012 projected
London	50 (approx)	447	600
Paris	49	250	300
Bucharest	0	1	1
Budapest	0	7	15
Kaunas	0	1 (6 businesses covered)	1 (6 businesses covered)
Plovdiv	0	1	1
Warsaw	0	1	2

6.5 Difficulties overcome in attracting businesses

A lack of political support is a strong reason for difficulties arising in their domain. This was a blocking factor in London Borough of Bromley, and also may cause problems in Budapest. At the same time, political support can show how much progress can be made, such as in Paris with *Pro-Mobilité.*

Gaining that initial support from businesses is of course potentially the most important difficulty and this was especially the case in Plovdiv and Bucharest. This can be partly explained in that COMMERCE was implemented during a period where businesses did not always afford prioritisation to new and unknown tools such as WTPs.

In Kaunas too they experienced problems of attracting companies to participate in the project. In business as well as in the administration sector, the TTT (Thinking takes Time) rule is ever present. First contacts with business led to little effect, but, permanent face-to face communication gave good results to attract companies.

Finally, a lack of a specific regulation in the field of WTP in legislation proved to be difficult in Kaunas and Bucharest. In Bucharest, the state authority in charge with the environment protection policy has not yet implemented, in coherent manner, the instruments to support and stimulate the companies to develop WTP. In Kaunas, it is unclear to what bodies the protection of the environment role is assigned.

6.6 Activities for 2011- 2012

Follow up surveys will take place at the end of the WTP Programmes in 2012 to assess the modal shift achieved by COMMERCE-led travel plans and hence calculate Co2 reductions. This will be aided by the evaluation tools collated on the allinx website, and listed in Appendix 1.

P1 LEPT will remain partners in the Golden Mile and Bromley Transport Groups and will relay modal shift data emanating from surveys in 2012 to prove lasting impact of COMMERCE. P1 will continue to administrate the COMMERCE Group on www.allinx.eu and collate evaluation data in 2012 from all partners. Also we will develop resources on ALLINX to ensure it maintains its momentum as a self-sustaining platform for local authorities and business, and ensure the successful transfer from the COMMERCE website to Allinx in 2012. LEPT proposes to use eligible staff hours available in its EPOMM PLUS project to resource these activities. P1 is already in discussions with EPOMM PLUS partners to assess how to deliver future training needs of NMS stakeholders and will take forward the COMMERCE WTP Standards.

P2 CRIF and P9 ARENE will add a modal shift monitoring tool to their new and ongoing Travel Plan Programme so that they can measure impact of Travel Plans at individual company, regional and national scale. CRIF and ADEME will promote self-sustaining business working groups, train mobility plan advisors and support regional mobility management policy development.

P5 Studio Met will build on the 7 travel plans developed by setting up more municipality travel plans and conduct new surveys of existing WTPs to assess impact. They will broaden their target of delivering travel plans for urban areas undergoing renewal. Further actions include:

- **STOP campaign** is going to be organised every half year, as well as managing and integrating partners continuously. The September campaign has showed that car-pooling is better functioning in the suburb region of Budapest, which now represents our "target market". Negotiations have started with local non-governmental organizations.

- **12%, Bicycle project:** The research has finished, gathering partner's publication results to the local municipalities and Transport Plc. In 2011 Transport Plc. plans to make a tender for the operation of most vehicles, so the availability of the project can be current. The project has been invited to Seville, Velo-City 2011.

- Continue the realization of **Pestszentimre Transport program**, helping/advising management team

- Development of **MEP** *(Metropolis Exchange Program).* European Staff exchange program to share experience, knowledge in the field of urban development. Transport and WTP is going to be a separate issue in the program.

- Identical rehabilitation of **Ráday Street**, where parking has been a great problem so far. Ráday Street used to be a dilapidated street of the downtown. In the past 10 years it has been rehabilitated, which led to emergence of street life, such as restaurants, cafés etc. The street lacks of parking places, however most of the staffs of restaurants are using cars, which makes the street crowded and an unpleasant view. The street and the quality of commerce are decreasing, so it requires urgent contributions.

- Cultural rehabilitation of the **"SOHO" district** *(inner part of VII.) (WTP is going to be integrated)*

- SM is going to be the manager of the European **Velo-City program**. WTP is going to be a separate issue.

- Developing **Car-pooling software** for companies in Budapest. The software is going to be able to gather all staffs location, travel habits, which could be shared among the others.

- Participating and promoting **WTP at CIVITAS VANGUARD** training on the 18-19th of November. The presentation is going to be about entire COMMERCE program, Rákóczi Street, Car-sharing-, pooling and bicycle campaigns.

P7 Plovdiv will continue to deliver WTP training sessions and oversee the results of its own WTP. P6 Kaunas will focus on giving technical and monitoring support to the businesses in the North East Travel Plan Group, to ensure they deliver their objectives, with surveys due in 2012.

P4 CCIB and P3 RATB will continue to work together to advise companies on WTP development, promote WTP socio-economic benefits to the Schools Inspectorates, to continue the WTP Forum in collaboration with CODATU. P4 will publish articles in "Afacerea" – the CCIB online journal promoting events and services offered through the WTP Action Programme. P3 will collaborate with the Ministry of Regional Development and Tourism in organising common events to promote sustainable transport and mobility plans. Both will work with LEPT, CRIF and ARENE to find ways of continuing skill share training.

P8 EPOMM will continue to offer space in its e-update newsletter – which goes to hundreds of EU Mobility management experts – to update on upcoming COMMERCE partner travel plan achievements, notably in 2012, and the Travel Plan Standards and Awards.

6.7 Lessons learned

- Significant progress can be made in integrating WTPs into public and private sector strategies, in cities with little previous awareness, providing you have a comprehensive support package available: Working in a consortium of Leader and Learner partners allows for swift and efficient transfer of knowledge, expertise, empowerment and buy-in. This model is recommended for future STEER projects.
- Branding is a vital tool in the embedding of Travel Plans into a local framework, both in the eyes of prospective adopters of Travel Plans, and also to the policy makers in making it a tangible service. For example the *Golden Mile* and *Pro-Mobilité.*

- Give ownership to businesses. The *Golden Mile*, *Pro-Mobilite*, Kaunas NE Travel Plan and Rakoczi Street all share an approach in common: to delegate responsibility to the businesses in the forum, network or group, to chair steering group meetings and decide what travel plan measures to deliver. By giving businesses ownership, early indications show, they are more eager to keep the initiatives going
- Whilst Travel Plans afford organisations four broad areas of benefit: health, economic, environmental and social, in general, the best way currently of convincing businesses to adopt a Travel Plan is to provide examples and case studies showing the economic benefit, i.e. the potential cost savings to employers and employees.

6.8 Mobility Management Evaluation tools and methodologies

What follows is a few monitoring and evaluation tools which are of use for stakeholders who want to be able to quantify the results of Mobility Management actions, including WTPs. The full document is available for download on the COMMERCE website www.commerce-eu.org

6.8.1 COMMERCE Travel Plan Standards – Benchmarking tool

A step by step approach to delivering a high quality travel plan. Download the publication:
www.commerce-eu.org

6.8.2 Max SUMO and Max EVA

The Max project ran from 2006 to 2009 and was part-funded by the European Commission's 6th Framework Programme. This research project has developed a number of useful and transferable tools to extend, standardise and improve Mobility Management in cities and countries.

Max Tools
The tools (as well as guidance documents and presentations) are available on the EPOMM website: www.epomm.org.

Max EXPLORER – is an interactive decision support guide. If you are not familiar with MM, then this is a very good starting point. It helps you to choose appropriate solutions to your local problem by comparing the effectiveness of different MM measures. It also provides case studies.

Max Q – improves the quality of your MM measures, especially in the context urban areas. It is a methodology for quality management guiding you through policy, strategy, implementation, monitoring and evaluation. This will help improve the credibility of you MM initiatives.

Max TAG – this online tool offers MM practioners step by step guidance in setting up their own successful travel awareness campaigns, drawing on best practice examples. It highlights the success factors at key stages.

Max LUPO – this advises planners, planning consultants, local authorities and developers how to make MM a core part of the building permission process for new developments, such as parking management and infrastructure for cycling.

Max SEM – this model helps practioners to understand the behavioural change process in psychological terms, which can be invaluable for effective use of resources in MM projects.

Max SUMO – this allows practioners to plan, monitor and evaluate MM projects and individual measures. It guides you on the setting of objectives and indicators. The results of your projects can then be fed into the Max EVA database.
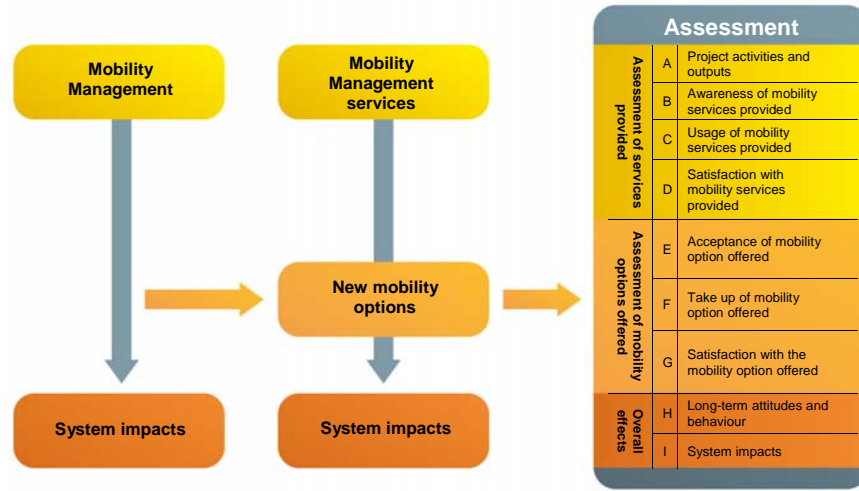
Max EVA – this is an interactice web database for evaluation data of MM Projects it is based on the type of data generated by using Max SUMO and can calculate modal shift and Co2 emmission savings. When the EVA database is filled with many examples, it will be possible to quickly benchmark the benefit to cost ration of MM projects across the EU.

6.8.3 Economic Benefits of Cycling

Research by SQW 18/12/08 has led to the following calculations of the monetary benefit of delivering cycling schemes, such as cycle training or building a cycle lane. As such a true benefit to cost ratio can be calculated by local and central government, and can be used to convince the private sector.

Benefits of introducing a cycle training scheme

Benefit	Notes	Values *
Reduced mortality	WHO HEAT	**£408.67** £0.83 per Km per cyclist
Health care savings	SQW estimate	**£28.30**
Staff Productivity gains	6% reduction in absenteeism	**£47.68**
Pollution reduction	Health benefits of cleaner air	**£69.14**
Less congestion – free flowing traffic	Reliability of arrival time at work	**£137**

*per cyclist assuming full year of cycling, 3.9 km, 3 times a week, 50% of cycling trips replacing vehicle journeys

6.8.4 Reduced Mortality - WHO's Health Economic Assessment Tool (HEAT)

The WHO's Health Economic Assessment Tool (HEAT) estimates the annual economic benefit from reduced mortality as a result of increased physical activity. The tool calculates the value of loss of life as the willingness to pay of middle aged person to avoid sudden death.

Health care savings
The Study of the Copenhagen Centre for Prospective Population found a substantial decrease in the actual risk of death for people cycling 3 hours per week, aged 20 to 60 years, namely a risk of mortality ratio of 0.72. This is due to the lower risk of heart disease, stroke and cancer thereby reducing the amount of expensive health treatment services needed.

Staff productivity gains
There is an empirical link between increased exercise and reduced absenteeism: An average employee in the UK has 6.8 days absenteeism p.a. but this is reduced by 6% amongst cyclists (conservative estimate) which equates to increase output of £47.68 p.a. per capita.

Pollution reduction (urban)
The reduction in CO_2 emissions and improved air quality leads to health benefits due to less occurrences of respiratory illnesses.

Congestion
Congestion on the roads costs the UK £20bn per year in terms of loss of work time, according to the Confederation of British Industry (CBI).

7.0 Workplace Travel Plan Seminars

In September 2010, all six city COMMERCE partners delivered final seminars to promote their achievements, to further raise the profile of WTPs at the local, regional and national level, target more businesses and to set the framework for future WTP development.

They were very well attended and included stakeholders at national, regional and local levels, both public and private sectors.

Many presentations and reports from these events are available on the COMMERCE website and the COMMERCE Group of www.allinx.eu and are free to download. Some of the key points are summarised below.

7.1 London

The COMMERCE UK seminar took place at Chiswick Park on 24 September 2010 and proved to be a productive way to finish the project and look ahead to future project ideas.

The event was attended by a diverse range of delegates from the London Boroughs, Sub Regional Partnerships, Transport for London, NGOs, universities, consultancies, businesses and our project partners from the City of Warsaw.

The day also featured the Golden Mile Mobility Event, organised by LEPT, which took place outside and comprised a huge number of travel awareness stands and activities, none the least test driving your own eBike!

 Presentations on COMMERCE and Area Based Travel Plan Networks were accompanied by a roundtable session that brought together the expertise in the room to produce some very interesting suggestions for implementing successful travel plan networks in future. These can be downloaded using the links below.

A big 'thank you' has been extended to everyone who has contributed to the COMMERCE Project over the last 3 years in hosting delegations, giving presentations, delivery training and writing reports. The successes of the project are owed in part to you, as are the closer relationships forged with our European city partners!

The following documents are available to download from the COMMERCE and ALLINX websites now:

- Report on Travel Plan Networks – recommendations for future actions
- Seminar Presentations
    - Welcome – Cllr Smart, Lead Member for Environment and Transport, LB Hounslow
    - COMMERCE Workplace Travel Plan Achievements – Paul Curtis, LEPT
    - COMMERCE – Paris Travel Plan Programme, *Pro Mobilite* – Paul Curtis, LEPT (on behalf of Nathalie Granes, CRIF)
    - COMMERCE Skill Share – Marcin Wapniarski ,City of Warsaw
    - Golden Mile Transport Group – Mark Frost, LB Hounslow
    - Heathrow Sustainable Transport Group - Theo Panayi, BAA
    - Delivery and Servicing Plans - Kevin Ratnasingham, MVA consultancy
    - Seminar Agenda and notes

7.2 Paris

PRO' MOBILITÉ
Améliorer
les déplacements,
optimiser l'activité

PROJET EUROPÉEN CO$_2$MMERCE
Conférence finale

Le **21 septembre** 2010
de **9h30** à **17h30** à Paris

Développer les plans
de déplacements d'entreprise

Organisation

The final conference was organised by ARENE and Regional Council of Île-de-France (CRIF) in the framework of COMMERCE project.

To organise the conference, ARENE and CRIF submitted a programme to the PRO'MOBILITE partners to get their suggestions and ideas, and also a first approval on the date and on their participation together to a round table.

Aims

The final conference aims to :

- Present the results of the European project COMMERCE
- Present PRO'MOBILITE, regional partnership for work travel plans development in Île-de-France, application of COMMERCE in Île-de-France
- Promote the local initiatives of mobility advisors, and work travel plan and economical area travel plan implemented during COMMERCE and awarded at a European level (PEWTA).

Programme

The opening speech was made by 2 elected people:
- One Regional councillor also member of the Board of the STIF in charge of the revision of the urban transport master plan
- One Regional councillor also member of the Board of ARENE

The morning was dedicated to the European level:
- presentation of the COMMERCE project, global overview of the objectives, the methodology and the outcomes
- Specific focus on the standards : the objectives, the method, the content of the standards and how they have to be used
- Presentation of the skill share programme: definition of the training programmes, delivering of the skill share actions, outcomes highlighting the specificity of each partner city, situation and strategy of each partner at the end of the project

The afternoon was dedicated to the regional strategy in IDF called PRO'MOBILITÉ as a consequence of COMMERCE

- the evolution from COMMERCE to PRO'MOBILITÉ
- Presentation of PRO'MOBILITÉ : the objectives, the organisation, the partners, the working plan, the tools
- A panel with all PRO'MOBILITÉ partners to explain why they joined PRO'MOBILITÉ group, what is their specific role within the group and how they contribute to the promotion of WTPs in IDF
- A panel with the mobility advisors set up thanks to the new disposal of PRO'MOBILITÉ to explain what is the job of Mobility advisors, what are their main stakes on the territory they have in charge, and what is the added value of PRO'MOBILITÉ

84 persons attended the conference, comprising state and local administration, chambers of commerce, associations, consultants and providers of mobility solutions. Most of the participants came from municipalities and grouping communities and associations.

Split by function

The seminar reach participants that were mainly technicians from public authorities and from other organisations (86%). 2% were elected people.
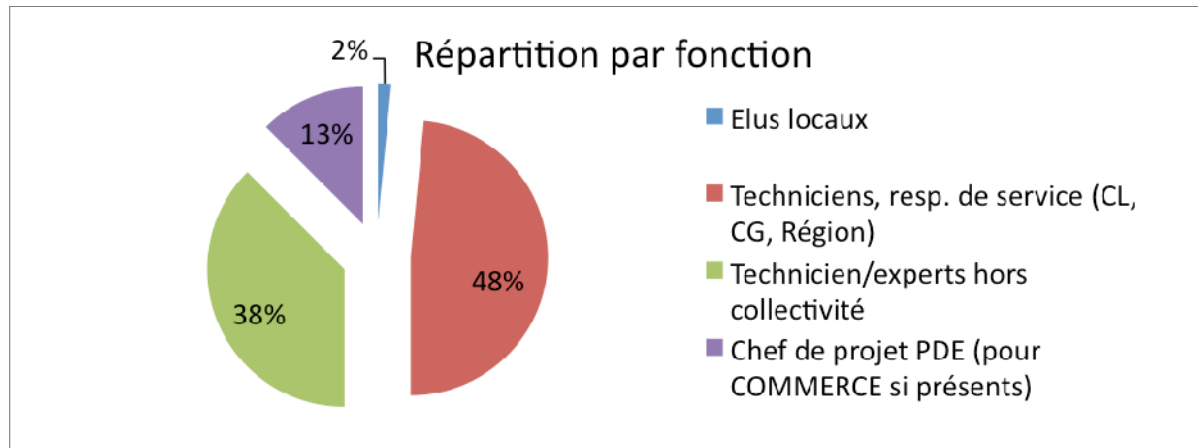
Communication after the seminar

Presentations are available on the PRO'MOBILITÉ website:
http://www.promobilite.fr/accueil/detail-evenement/?eventId=9

7.3 Bucharest

The National Seminar reunited, along with RATB and CCIB as partners in the COMMERCE project, representatives of Ministry of Regional Development and Tourism and Ministry of Education and representatives of local authorities and public transport operators from important Romanian cities like Constanta, Cluj-Napoca, Sibiu, Giurgiu, Galati, Targoviste, Calarasi and Buzau, and as well forum members: trade union, business and industry associations. The conclusion of the National seminar was that in Romanian cities there is a real need for developing mobility plans and the local authorities must work together with the local transport operators, local chambers of commerce and industry and NGOs for the promotion and support of WTP developments.

7.4 Budapest

On 30 September, the event was combined with the STOP campaign, after four days of competition. Presentations were held by partners like Fogasház itself, the Oszkár Group and about STOP as well as the broader context of COMMERCE by Studio Metropolitana.

Fogasház: The NGO organised a similar competition as STOP few years ago. The manager of the organisation commented their failures and achievements.

OSZKÁR: Represents a key partner in STOP, a transportation NGO, who are operating a car-pooling website, connecting travellers between cities. The organisation has prepared the website for STOP and helped a lot in organising the campaign. They presented their operation and the necessity of car-pooling and sharing actions.

SM: Studio Metropolitana presented the conclusions of the COMMERCE project, analysing results and achievements of partner institutions.

7.5 Plovdiv

The local seminar in Plovdiv was organised as a two-day event on 21 and 22 September, 2010. The conference began with the presentation of EPOMM+ project in Bulgaria, presented by Mrs. Lucia Llieva, continuing with the experience of Sweden in the urban mobility, presented by our guest, Mr. Johanes Berg from Stockholm. A very interesting part of the conference was the presentation of the project "System for management of the mass urban transport in Plovdiv" and the very short presentation of Plovdiv intentions to develop sustainable urban transport.

Of course the local coordinator of COMMERCE project presented the activities that have been implemented during the life of the 3 year project. A series of other presentations were made – concerning the innovative approaches and decisions to reduce CO_2 emissions and the improvement of the urban environment, the ecological urban transport as well as the universities and their contribution to urban mobility. Around 40 people participated in this conference and enriched their knowledge about mobility management and urban mobility.

On the second day, Energy Agency Plovdiv and the Municipality of Plovdiv organised a demonstration event including a velo procession, and lots of awards were given by Plovdiv companies as sponsors. A very interesting race between cyclists was organised – for the best cyclist. Awards have been given to all of them. A policeman was invited to present and to ask questions about the traffic rules.

8.0 Travel Plan Support Structures

8.1 Introduction - How has COMMERCE helped to improve support structures for Travel Plan Development?

The aim of this chapter is to highlight how the environment in which Workplace Travel Plans has evolved between 2007 and 2010, and to determine where this change has been a result of the COMMERCE project. Details have been collated from the *Before* and *After* surveys conducted by the COMMERCE partners in both 2007 and 2010.

8.2 Stakeholders and Public sector frameworks promoting and delivering Travel Plans

8.2.1 National frameworks

8.2.1.1 UK

There has been a strong consolidation of the number and range of stakeholders. The Transport Ministry has continued to publish guidance and best practice on Workplace Travel Plans, with further efforts regarding businesses cases. It has funded 3 sustainable transport towns resulting in large increases in WTP take up. The national mobility management network of local authorities, ACT Travelwise, delivers a broader range of Travel Plan training sessions for local authorities at basic to advanced levels.

The Transport Ministry has delivered 10 cycle demonstration towns, large investment programmes which have as an element, travel plans.

The Highways Agency, overseen by the Transport Ministry, develops Travel Plan frameworks for major trunk roads experiencing congestion problems. COMMERCE supported the work of the HA and the Golden Mile Transport Group in the delivery of its area-wide travel plan.

In 2008, COMMERCE worked with the British Standards Institute to develop a national specification for Workplace Travel Plans. This was a very important piece of work and brought together the Transport Ministry, Transport for London, LEPT, the Highways Agency and ACT Travelwise. It has not yet been formally endorsed by an accreditation panel but has the potential to make organisations fight to receive this accreditation to be seen as a progressive employer.

8.2.1.2 FRANCE

Whilst there are not any new national frameworks to emerge over the last 3 years, the regional Air Protection Plan does still make WTPs compulsory for all state structures and the largest 150 companies in Ile de France.

8.2.1.3 ROMANIA

At the national level, the responsible department has undergone a change. Whereas the previous ministry had not interest at all in travel plans, the newly named Ministry of Regional Development and Tourism, is now understood to assign a low level involvement in travel plans.

Agenda 21 is still the main national framework in which travel plans fit under.

Across Romania, a lot of companies apply workplace travel plan-like schemes, but they do not name them in this way and they are often one measure plans. They are mostly the companies located in the industrial parks, business centres, outside of the cities. The principles are mainly the same, the reasons being more economical and looking for the safety and security of the employees. The measures applied are encouraging the use of public transport, shuttle buses and car pooling.

8.2.1.4 HUNGARY

The main instrument which captures travel plans in Hungary is Agenda 21 and the alliance of healthy cities. Other national involvement includes the Ministry of Environmental Protection and the Ministry of Transport and Energy which have both taken part in Budapest's COMMERCE workplace travel plan forums and seminars showing a degree of support for the process. They have a future plan to make it obligatory for large companies to set up a travel plan. This can be said to result from the COMMERCE Project's effect in the capital.

8.2.1.5 LITHUANIA

There are no national incentives or structures in place supporting environmental goals such as Travel Plans. The final country seminar promoting the COMMERCE Project and travel plans themselves was attended by the Transport Ministry's G. Jakubauskas at and Kaunas Vice Mayor R. Mikaitis.

8.2.1.6 BULGARIA

There is a national framework development of a sustainable transport system in the Republic of Bulgaria until 2020.

8.2.2 Local and Regional frameworks

8.2.2.1 LONDON

Regional Policy, set by the Mayor, has also contributed to the promotion of travel plans by financing cycle training for staff of businesses and recently schemes such as the Cycle Super Highways and Public Cycle Hire which also contain support packages for businesses.

Regionally, Transport for London has delivered the New Way to Work Travel Plan scheme which via specially trained advisors has seen small, medium and large sized businesses develop travel plans. It has led to a 13% decrease in car use, and the delivery of 447 travel plans (as of 31 August 2010). TfL has also delivered a number of training sessions on both voluntary and mandatory travel plans. Some of this training was utilised by the COMMERCE project to train and empower partner cities.

At the local level, all 33 London Boroughs (municipalities) have travel plans for their staff which sets a very good example to the rest of the community.

There has also been put in place, a further level of support for Travel Plans: namely at the Sub Regional level, where travel plan advisors approach businesses in one of the 5 London sub regions.

Transport for London's Smarter Travel Towns of Sutton and Richmond, has seen great investment into Travel Awareness and Travel Plans in these two boroughs leading to significant modal shift away from car use.

Through these numerous stakeholders it is quite easy to access information on any travel plan you may wish to know about.

Evaluation and monitoring of WTPs remains very strong in the UK and London, a result of significant investment in WTP schemes has been the need to quantify success. *iTRACE* is one such evaluation software in operation, and calculated that WTPs in London between 2007 and 2009 reduced staff car use by 13% in participating organisations.

The development - through COMMERCE and LEPT - of the Golden Mile Transport Group is a sign of a new approach to travel plans – namely that of area based – which may lead to future funding regionally and nationally.

A Workplace Parking Levy could be introduced in 2011 in Nottingham signalling strong local political will for travel plans which lead to charges on business staff. School Travel Plans are now compulsory and many London Boroughs have 100% coverage.

8.2.2.2 PARIS

Regionally – and through the COMMERCE project - Conseil Region Ile de France (CRIF) and the Regional Agency for Environment and new Energy (ARENE) have established an exciting and revolutionary partnership in Ile de France called *Pro'Mobilité*. It includes the 8 main regional stakeholders of the Region Ile de France and is delivering a new regional policy to support business WTPs: such as the *Pro-Mobilité* website with resources (1,300 hits in first month), a network of mobility advisors to engage businesses and financial support packages to businesses who join together in a travel plan group. The 8 regional actors are:
- Conseil Regional Ile de France (CRIF)
- Regional Transport Authority (STIF)
- Regional Agency for Environment and new Energy (ARENE)
- French Environment and Energy Management Agency (ADEME)
- Regional and Local chambers of commerce
- Regional Institute for Land Use Planning (IAU)
- State Agency for Mobility, Transport and Land Use Planning (CERTU)
- State administration for Environmental Protection (DRIEE)

By combining many stakeholders, the required financial cost for each is not very large as it is shared out amongst many actors. The result is that by September 2010, 275,000 employees are now covered by a WTP. Many aspects have been inspired and transferred from the Transport for London's *A New Way to Work* WTP model such as the issue of branding, travel plan advisors and the *iTRACE* monitoring and evaluation tool**.** Thanks to *Pro-Mobilité,* for the first time all travel plans being delivered in Paris are now captured and managed in one domain.

Paris is now seeing the development of an evaluation and monitoring system for WTPs, drawing on the experience of London.

Regionally, CRIF has provided financial support for the training up of mobility advisors who now engage with businesses and sell the concept of travel plans. It is the lead partner of *Pro'Mobilité*.

Locally, some municipalities have their own mobility advisors and transport authorities may now also use consultancies to develop Travel Plans.

New stakeholders have become involved in the framework of Travel Plan coordination: the IAU of Ile de France provides expertise on travel plan surveys and the Chamber of Commerce's Mobility Advisors act as intermediaries between public authorities and businesses.

ACFCI (the French association of Chambers of Commerce) has delivered training sessions for mobility advisors and participates in related dissemination events.

There are more consultancies which are able to provide support on surveys and travel plan methodologies than was the case 3 years ago.

Private companies are developing innovative schemes such as Paris' first Electric Pool Bike scheme at ST Microelectronics.

8.2.2.3 BUCHAREST

Since 2007, the districts of Bucharest are new stakeholders. They have decision making and financial mechanisms to support schemes including walking, cycling and parking. Whilst there is a link between these urban development practices and travel plans, WTPs are still only considered as a low priority for the districts. Bucharest's Institutions of Prefects are a newly involved stakeholder, but equally only at a minor level at the moment.

The Municipal Action Plan for Environment and the Bucharest Transport Masterplan encourages the use of public transportation.

Municipal staff have been engaged into travel plan concept through RATB and CCIB's promotion of best practice and by working with SIVECO a company which was awarded the special PEWTA 2009 prize in view of its modal shift from 40% to 18% car use amongst staff in one year. This raised profile led to a positive reaction within the Bucharest Municipality to involve their staff in mobility planning, and their representative participated at the Skill Share trainings sessions put on by Paris. As a result, local authorities are keen to include mobility plans in their transport policy and trade unions are emphasising the benefits of WTP to their members and are in favour of a bottom-up approach (from the employees to the employers) for the initiation of WTPs. Moreover, the business and industry associations, chambers of commerce, are encouraging their members to implement workplace travel plans for their organisations.

The Local Travel Plan Forum, set up through COMMERCE, has established a platform for communication between local authorities, central authority, public transport operators and associations, chamber of commerce and industry, business and industry association, trade unions and NGOs

8.2.2.4 BUDAPEST

Locally, Budapest has leapt ahead in terms of Travel Plan stakeholder development and WTP delivery.

Studio Metropolitana has successfully introduced 7 WTPs in the last 3 years. At the outset mostly private companies were targeted, but the economic crisis meant that they also targeted municipalities as well as a shopping area. Travel

plans include the following, all of which had underdone staff travel surveys allowing for modal shift to be measured in 2012, although some early trends have already emerged:
- Reevolutio Ltd (20% increase in cycling)
- CIB Bank (cycling has increased 10%)
- Budapest municipality transport department (Cycling increased 5%)
- Rakoczi Street – Travel Plan for visitors to shopping areas

Consultancies, municipalities and NGOs (e.g. Hungarian Bikers Club) are all major players now in the field.

8.2.2.5 KAUNAS

Locally, the municipality now has trained up staff on travel plan development who are now overseeing the implementation of the Travel Plan for the businesses of North East part of the city. An advanced concept where a single travel plan serves the needs of multiple businesses, achieving economies of scale. Businesses sit on a Steering Group which in June 2010 officially approved the travel plan and so have subscribed to the associated benefits. A big step forward. It covers 30,000 staff and so has great potential to build more regional and national support for similar initiatives.

The Trolleybus Company, Association of Micro Bus and regional municipalities are all more engaged in the WTP process now as they are part of travel plan implementation in the town. Also, environmental NGOs have been involved in travel plan development, as well as a transport consultancy which designed the surveys amongst other things.

8.2.2.6 PLOVDIV

There are two local strategies - not influenced by COMMERCE but which compliment it: the Transport component of the Master Plan (2007 – 2025); and the Programme for preservation of the environment of the Municipality of Plovdiv (2006 – 2014).

Locally, and through the COMMERCE Project, Gancho Molaksazov, Deputy Mayor, Municipality of Plovdiv and Suzana Nikolova, Councillor, Municipality of Plovdiv are both members of WTP forum set up by the municipality.

The first travel survey of the Municipality of Plovdiv was completed in May, 2009 followed by the development of their Travel Plan in June 2009, showing good community leadership.

Businesses have been difficult to engage, despite the local level political support. The largest employer Lipia did agree to a Travel Plan following a London Skill Share event in Plovdiv, but then later withdrew due to shifting priorities. Plovdiv successfully concentrated efforts embedding WTPs in public sector transport strategy which was achieved with the support of the Deputy Mayor "European Policies and Projects" putting cyclist safety and the Mobility Centre centre stage.

8.3 Challenges

The recent public sector funding cuts across the EU did have a negative effect on this environment, and may cause some regression over the next few years. In some countries, such as Lithuania, it is not clear who is responsible for air quality and so who should fund WTPs. Urban areas that do not have adequate infrastructure to encourage cycling remains a considerable barrier still.

8.4 Conclusion

This exercise has proven that the COMMERCE Project has directly developed and enhanced the environment in which Travel Plans now operate in all partner cities. With many staff members in the NMS now fully trained on developing Travel Plans, and many public and private sector stakeholders empowered with the knowledge of the economic, environmental and health benefits of Travel Plans, we have overseen a structural shift of support for this tool, and a sustainable platform for future development.

If it wasn't for the COMMERCE project's resources and the transfer of knowledge between partners, the advances we have seen in all six cities would not have been possible.

9.0 Recommendations and Conclusions

Here is a full list of recommendations concerning two main elements of Travel Plan Delivery, and which have contributed to the success of the project, resulting in new Travel Plans being developed.

9.1 WTP Forums - Recommendations on setting up Forums

Based on the report forms of the different partners and on the experience of LEPT and CRIF, we can underline the following points as main recommendations to organise a successful forum:

- **Stakeholders -** it's better not to target too specifically at the beginning. As the first step is to raise awareness, it's better to open wide the potential audience, and see who will be most reactive. At the beginning, you usually don't have the means to select your target audience. What is important is to find partners who are motivated and willing to work in a public-private partnership. After 1 or 2 forums, you may find some firms, areas or market segments you want to focus on in order to have a more legible strategy.

- **Agenda topics -** the main aim in the first forum is to convince and help firms to understand the benefits of WTPs for them. To convince, it's very useful to get some experts (national or from other countries) and feedback from other companies.
  To help firms to better understand what a WTP is, it's useful to be able to demonstrate that the methodology is running well, that it's a coherent approach and it makes sense in a short term as well as in a long term. It can be useful for the partners to set up specific guide sheets, to prepare business cases, rationale and examples for the different situations. Again it's very profitable to invite some representatives from companies which have already implemented WTP to give peer to peer advice.

- **Methods of engagement -** the most effective seems to be direct contact. One to one meetings. Individual contact is important. Identifying a reference person is very helpful for the companies, because it's always difficult to find the right person. The reference person helps to create permanent contact between public partner and the company, and to be more reactive to answer the company's questions.

- **Work on the elaboration of an incentive framework -** experience shows the importance of a legal framework: it has a real leverage effect on the development of WTPs. For example in Paris, there is the air protection plan, and London planning rules making travel plans mandatory in many cases. The framework can create incentives or obligations to implement WTPs, but in both cases, it helps to put WTPs on the political agenda.

- **Staff time and political support needed -** a key point to succeed in promoting WTPs on a territory is to keep in mind that it takes time. To succeed in implementing a WTP strategy, on a long term and on a large scale, you need staff time and political support to change behaviour. That can be one of the main difficulties to develop local strategies. Most often travel issues are seen as infrastructures projects and investments costs.

  This stresses the necessity of evaluation of WTPs, to be able to demonstrate why and how it's profitable for public budget to spend money on WTPs.

- **Insist on the pragmatic approach -** WTPs are not a theoretical tool, they help to define a global approach in a long term whilst at the same time making it possible to get benefits in the short term. You should consult the COMMERCE WTP Standards publication (via the COMMERCE website or www.allinx.eu / COMMERCE Group) to see a step by step process of

developing a top quality travel plan. This document will help employers understand immediately the grander context.

- **Quick wins –** The COMMERCE Standards publication contains an annex with a list of travel plan measures which can follow the initial survey to ensure quick, concrete and visible benefits. It's important to work on the quick wins in order to demonstrate you can deliver quick and small actions but with a high benefit. Sometimes a company may have developed some actions for the staff without identifying them as part of a WTP, it's important to let them know that they already started part of a WTP, because they can realise it's not so difficult.

- **Enhance the commitment of the companies -** it's usual and much appreciated by the companies to organise the meetings directly on site with the firms involved in WTP: it helps to commit and enhance each of the partners. It stimulates competition between partners to find innovative solutions.

- **Identify partners you can work with -** when possible, go and see the big companies which have (sometimes mandatory) social and environmental responsibilities, or which want to improve their image, and use these big firms afterwards as a showcase to other firms.

- **Use existing tools already set up from COMMERCE and other EU projects -** case studies, successful rationale, successful examples (using Allinx, PEWTA applications, EPOMM website) to show there is a large range of WTPs and this is a widely used approach all over Europe.

9.2 WTP Programme - Recommendations on delivering successful WTP programmes

Success factors of WTP Programmes

- **Branding, website and newsletter -** In order to give the Golden Mile real tangibility and status, branding was developed and then a website to attract attention to the entity. This technique is a tried and tested winner

- **Business recruitment evening reception -** held at a prestigious venues in the evening with drinks and canopés attracts new and existing businesses to come after work

- **Monitoring and evaluation -** of WTPs very important to win over political support – this has worked well in London, thanks to the iTRACE software which is being taken forward by Paris

- **Flexibility -** We have learned that each partner city has adopted different approaches to gaining support to WTPs. Budapest went direct to businesses as lack of political support; Bucharest and Plovdiv both concentrated their efforts first on the public sector to embed WTPs in transport strategy

- **Skill share -** has been successful in empowering local stakeholders – there is a demand from NMS for continued skill share support over the next 18 months

- **Stakeholders -** Collaboration with public transport authority, Trade Unions, Ministry of Regional Development, Local Authorities and Business Associations can create the incentives for WTPs

- **Translation -** All partners agree the need of good practice examples, experience exchange, promotion of standard and other locally materials translated into local languages

- **Economic benefit of WTPs -** Examples of Economic benefits of adopting WTPs as well as a good range of WTP good practice examples from everywhere in Europe, to show the diversity of actions and of topics

- **Evaluation of WTPs -** Companies are looking for easy-to-use evaluation tools such as the COMMERCE Standards

- **Peer to Peer exchanges -** in the NMS especially there is a need for transferable examples – i.e. NMS to NMS – to really capture the interest of an employer

- **Political support -** political support is needed if there are to be significant financial resources set aside for WTPs on al long term basis

- **Framework -** The development of a coherent local structure dedicated to WTP development is considered necessary for learner cities, which is what COMMERCE has put in place. Sustainable implementation is now possible via the trained officials

9.3 Conclusion

The approach and methodology adopted by the COMMERCE project, from training through to implementation is a success, and such transferability should be considered for future EU projects.

This exercise has proven that the COMMERCE Project has directly developed and enhanced the environment in which Travel Plans now operate. This is apparent both in the New Member State cities, as well as London and Paris.

Transfer of Best Practice

Through the skill share programme, the platform on Allinx, the awards, study visits and close partnership working, the Leader cities have successfully transferred expertise to the Learner cities which is manifested in the number of staff now able to deliver training on WTPs and the WTPs that are now in operation. Leader cities themselves have also benefited from learning from the Learner cities, notably through the skill share programme. We have overseen a structural shift of support for this tool, and a sustainable platform for future development.

Establishment of robust and sustainable Travel Plan bodies

In London, thanks to the resources of COMMERCE, the Golden Mile Transport Group is one of London's leading Travel Plan Groups, with a boosted identity and range of services for the 40 members, covering 20,000 staff with a single Travel Plan delivering an efficient and innovative mechanism for reducing commuting car journeys.

Paris has established a new regional forum for Travel Plan delivery, *Pro-Mobilite*, which has support of the main regional actors and now sees 275,000 employees covered by travel plans.

Bucharest, Budapest, Kaunas and Plovdiv have all set up Travel Plan Forums which has raised Travel Plan empowerment amongst public and private sector actors, and established ongoing bodies to inform, monitor, train and deliver.

Awards and Standards

The Pan European Workplace Travel Plan Awards (PEWTA) were a real success attracting 111 applications over 3 years, recognising best practice in Travel Plans, and importantly, extending awareness to countries where the value of travel plans was not well known. We have developed a tried and tested model for the delivery of an award, which can be transferred to other EU projects. Due to its popularity and support from EPOMM, it will continue to play a prominent part of future ECOMMs (European Conference on Mobility Management).

The Travel Plan Standards give public and private sector stakeholders, especially in new Member States, an informed framework to deliver high quality travel plans in the years to come.

Future Activities - Platform

All of these achievements will continue into 2012 when ongoing Travel Plans will be evaluated for modal shift and results collated and reported on the COMMERCE Group of www.Allinx.eu. This will be the start of the next step in Travel Plan development, delivery and evaluation using the COMMERCE Standards, Max Eva and other carbon calculating methods. This will prove that this is a cost effective approach of reducing CO_2 emissions in commuting.

9.4 Lessons learned

- Significant progress can be made in integrating WTPs into public and private sector strategies, in cities with little previous awareness, providing you have a comprehensive support package available: Working in a consortium of Leader and Learner partners allows for swift and efficient transfer of knowledge, expertise, empowerment and buy-in. This model is recommended for future STEER projects

- Branding is a vital tool in the embedding of Travel Plans into a local framework, both in the eyes of prospective adopters of Travel Plans, and also to the policy makers in making it a tangible service. By branding, one refers to the logos of the Golden Mile and *Pro-Mobilité*

- Whilst Travel Plans afford organisations four broad areas of benefit: health, economic, environmental and social, in general, the best way currently of convincing businesses to adopt a Travel Plan is to provide examples and case studies showing the economic benefit, i.e. the potential cost savings to employers and employees

9.5 Further information

- The COMMERCE Group on www.allinx.eu
- COMMERCE website www.commerce-eu.org
- The *Golden Mile website* www.goldenmilegroup.org.uk
- The *Pro-Mobilité* website www.promobilite.fr