



MOBILITY MANAGEMENT: TRANSFERRING GOOD PRACTICE BETWEEN REGIONS OF THE EU

London Borough of Bromley

Summary

The PIMMS project, funded under the EU's Interreg IIIC programme, asks: "HOW CAN MOBILITY MANAGEMENT BE ADOPTED MORE EFFECTIVELY IN REGIONAL TRANSPORT AND SUSTAINABILITY POLICY? In addressing this overall question, PIMMS has also addressed:

- (1) How to spread the understanding of mobility management? Mobility Management is about encouraging more efficient use of transport resources. But it is poorly understood, with no agreed definition.
- (2) How to overcome the problem of administrative competencies? There is no 'Department of Mobility Management' anywhere in the EU. Responsibilities are split between functions and between different levels of administration. Many budgets need to be engaged in order for most mobility management actions to be funded – even though they are low-cost.
- (3) How to demonstrate the impact of mobility management? It is diffuse, indirect and subject to externalities. Key decision-makers need to know how mobility management makes a difference in order to overcome resistance to change.
- (4) How to drive change into the system? There is resistance. There are Critical Success Factors to be identified in one region and applied in another. Targeting key decision-makers is essential. A proven success story in one place will overcome resistance in another.

This end-of-project report summarises the experience of the 8 regions involved. It has been overwhelmingly positive. We have great success in identifying good practice and in disseminating our results. More important for the long-term, we have verified our hypothesis:

- the PIMMS APPROACH successfully addresses the four questions,
- good practice in one activity or one region can be transferred to another
- "Critical Success Factors" underpin this process of transfer

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SECTION ONE: THE PIMMS PROJECT – AN OVERVIEW

1. Introduction

Over the three year of the PIMMS project (2005-2007) a network operation of eight European cities (Almada, Frankfurt, Graz, Serres, Stockholm, Terrassa, Treviso) was formed to examine how mobility management can be adopted more effectively in regional transport and sustainability policy.

Mobility Management is a concept to promote sustainable transport and manage the demand for car use by changing travellers' attitudes and behaviour. At the core of mobility management are "soft" measures like information and communication, organising services and coordinating activities of different partners. "Soft" measures most often enhance the effectiveness of "hard" measures within urban transport (e.g., new tram lines, new roads and new bike lanes). Mobility Management measures do not necessarily require large financial investments and may have a high benefit-cost ratio. With varying levels of experience and resources, this feature of mobility management provided the partners with greater flexibility to adopt ideas and experiences according to the needs and capacities within their region.

Since Mobility Management is a term often poorly understood, with responsibilities split between functions and different levels of administration, PIMMS has sought to understand how to spread the understanding of mobility management, overcome the problem of administrative competencies and demonstrate the impact of mobility management while driving change into the system.

PIMMS has focussed on the exchange of best practice information between the eight partners and between each partner and relevant stakeholders within the respective regions. It has aimed to achieve change by empowering regional decision-makers to extend the use of mobility management, primarily through a series of study trips and staff exchanges to other cities or regions within the partnership and selected destinations throughout Europe.

While a complete set of statistics has been compiled and submitted to the Interreg Joint Technical Secretariat, detailing each partners' outputs over the project lifetime, this report provides a closer analysis of this information. Focusing on practical examples transferred to each partner's region and the critical success factors identified in the process, this report will demonstrate how far PIMMS has achieved its ultimate objective in extending the understanding and use of Mobility Management across European regions.

2. Project Methodology

The methodology from which the study tours were devised has been documented in detail in the PIMMS best practice report, *Mobility Management Performance in Partner Regions and in the EU*, available at <http://www.pimms-eu.org/downloads/reports/PIMMSBestPracticereportv1.2.pdf>. In sum, the project methodology can be broken down into seven components:

- (1) **EU-wide benchmarking:** Partners collated over 200 examples of good practice from their own regions and experiences from across Europe (and beyond) on local, regional and national levels. These examples were compiled into the PIMMS database (see <http://www.pimms-eu-stadium.org/>) to be used as a permanent tool for decision-makers and relevant stakeholders from across the EU.
- (2) **'Self-benchmarking':** Partners measured their own expertise in sustainable transport initiatives, based on 8 domains, agreed by the partners in the first project management meeting.
 - Clean vehicles
 - Individualised Travel Marketing
 - Policy and Integration
 - Road Pricing
 - Road Safety

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- School Travel
 - Travel Awareness
 - Travel Plans
- (3) Devise programme of visits: Based on the information available from (1) and (2), the visits were created to expose key decision makers to successful initiatives and influence policy
- (4) Identify Critical Success Factors: A core feature of PIMMS, as the transferable elements behind each initiative. While these were first analysed in the PIMMS Best Practice Report, this report will draw conclusions from the complete list of CSFs identified by the project partners over the project's lifetime.
- (5) Report and Compare outcomes: Key to maintaining strong communication, knowledge and experience exchange between partners in project meetings and between regional stakeholders at regional conferences
- (6) Prepare Regional Action Plans: To demonstrate how best practices from partner and other EU regions have influence each partner's own regional policies.
- (7) Disseminate project information: On local, regional and national level via marketing material, Newsletters, conferences including the Final Conference, held in London, November 2007 and the PIMMS website

3. Critical Success Factors

While the complete list of initiatives transferred and CSFs identified can be found on the website, a cross-section of examples has been included in section 2 of this paper to emphasise the link between CSFs and the particular initiatives transferred by each of the partners. As noted in the PIMMS best practice report ***Mobility Management Performance in Partner Regions and in the EU***, CSFs provide the basic elements for replication:

CSFs are a stated element of the PIMMS contract, as the transfer of success in one area to another area or subject is a core objective of the project. The analysis of Critical Success Factors ... is intended to emphasise the importance of CSFs in the development of mobility management schemes and act as a benchmarking tool for partners' own reports. It is anticipated that partners will provide comments and further input into section 4 as they test the CSFs against their own experience, both in their own cities and on the Visits. (p.34)

The PIMMS best practice report analysed the 200+ case studies compiled by the partners in the PIMMS database and identified the following key CSFs:

- National and Local political leadership
- Engaging Stakeholders
- Engaging the Public
- Marketing
- Benchmarking/Evidence
- Access
- Technical leadership
- Climate

Drawing upon a wide range of material collated throughout the project's lifetime (progress reports, presentations, Partners' Regional Action Plans etc), the following section examines concrete examples of good practices transferred and adopted by the partners. It also highlights partners' own observations of CSFs to demonstrate how closely they relate to the original CSFs outlined in the PIMMS best practice report.

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SECTION TWO: KNOWLEDGE TRANSFERRED

1. Best Practice Visits

In total, over 70 study tours and staff exchanges took place, including visits to cities and regions beyond the partner network from Rotterdam to Helsinki. While the original PIMMS budget provided for 6 visits over cycles A, B and C, a further bid, 'PIMMS+' was accepted by Interreg to undertake additional cycles D (Partner visits outside the 8-partner network) and Cycle E (Visits from New Member States to be hosted by the partners).

The table below displays the total number of activities implemented and increased staff competences as a result of PIMMS:

Number of new projects/activities/approaches resulting from the exchange/ dissemination of experience at interregional events	69
Through PIMMS, how many "regional policies/instruments" has your organisation addressed? (= activities or policies reviewed)	45
No of staff members with increased capacity (awareness / knowledge / skills) as a result of the inter-regional events	272
Visit participants who are key decision-makers (%)	70%

2. Good practices adopted by the PIMMS partners

BROMLEY (London)

Study tour to Barcelona

With a study tour to Barcelona focusing on key aspects of the 1992 Olympics transport strategy, transport experts from across London involved in the planning of the London 2012 Olympics gained essential knowledge of successful initiatives which will be incorporated into the London plan. CSFs included:

Integrated policy: The promotion of integrated tickets (discounts and pre-sales) for public transport and improved PT provisions, alongside severe parking restrictions, dramatically increased modal shift to public transport during and after the games.

Stakeholder Involvement/ Public Private Partnerships: Managers from Transport for London (TfL) who attended this study tour were particularly interested in the underground bike parking system (Biciberg) and are presently engaging businesses, universities and other large organisations to adopt the same system for their own staff/students as part of TfL's travel plan strategy.



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Study tour to Treviso

Treviso's approach to road safety centred on raising young people's awareness by tailoring information to the interests of the target audience. This approach has been widely adopted by the London boroughs in the light of this study tour through innovative marketing and interactive events to engage young people. Transferable elements included:

Political leadership: Treviso's extensive, modern facilities, including a rehabilitation centre for people involved in road accidents, reflect the high level of public investment dedicated to this area. Several London boroughs, such as Lewisham and Lambeth are developing cycling training circuits.

Marketing/Travel awareness: Treviso's effective marketing strategy (through the OROS programme) has resulted in a dramatic reduction in accidents from 184 in 1991 to 70 in 2006. This included use of a wide range of media from videos, posters and games to 'celebrity champions' such as internationally renowned motorcycle champions. Shock tactics, such as simulated crashes with stunt drivers aimed to provoke emotional responses from the audience, thus reinforcing the implications of targeted messages. Bromley have also used interactive media to target messages, including the interactive website <http://www.dangerousgames.co.uk/>, as well as stunt experts and cycle champions to attract young people.

Policy Integration/ Stakeholder engagement: Treviso's work demonstrated good integration between public departments (transport, health, education, social) and sectors (schools, citizens and public authorities). Integrated and cross-sectoral policy is embedded in London's regional transport strategy and reflected through a high proportion of travel plans for business, schools and individuals.

Study tour to Almada

Each year in September, the majority of London boroughs organise events, including 'In Town without my car' Day throughout European Mobility Week. Almada's travel marketing campaign is based on Local Agenda 21, with its emphasis on local, democratic participation to influence policy for sustainable living. Involving representatives from many different sectors and backgrounds through public participation forums (Forum 21), workshops, opinion surveys and a 'Children's Parliament' ensures that the whole community is informed and consulted on proposed initiatives. **Stakeholder Engagement** was therefore one of the key CSF's transferred to London as boroughs collaborate with all actors in the area, from the police to local businesses. **Political leadership** was another CSF, since car free Day and EMW are integral components of Almada's sustainable mobility master plan. Permanent measures, such as the regeneration or pedestrianisation of a street are implemented to 'entrench' each EMW. As a result of this PIMMS study tour, EMW and Car Free Day is becoming a central feature of London Boroughs' sustainable transport strategies.

GRAZ

Study Tour to Basel (Switzerland)

"Space for all" - Public street areas

Graz has developed a planning workshop, „Zeit für Graz“ (time for Graz) based on the citizens participation model of the City of Basel. The objective of this participatory process was to improve the quality of life in the city and to reinforce identification with the city. Graz identified **Stakeholder engagement** as the key CSF, since the initiative is entirely dependent upon citizens participation, in addition to cooperation and coordination between the neighbouring countries (Germany, France), who shared their knowledge and experience through similar projects.

Study tour to Bromley

Graz has transferred the example of the WOW campaign in Bromley to prepare a similar one in Graz and identified **Integrated policy and Stakeholder engagement** as CSFs to increase travel awareness amongst pupils, parents and staff.

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STOCKHOLM

Study tour to Bromley

Like Graz, Stockholm has transferred Bromley's experience in school travel plans to assist in the development of School Travel Plans in Stockholm County. School travel plans are co-operative ventures, and Stockholm learned that their success depends on **consulting, informing and involving** everyone with an interest in the project.

Stockholm's organisation and name of the regional platform on sustainable travel and Transport (RESmart) was also based on similar models in Bromley and Frankfurt by identifying **financial support from government; strong organization; standardised method; marketing; Public and private partnership** as CSFs for the development of School, work and Local Travel Plan Groups.

Study tour to Graz

Through the visit to Graz, Stockholm identified **Integration** as a key CSF for the coordination function of ResSmart, learning how mobility management functions when it is integrated in the planning process. The need to **raise awareness** and gain **public acceptance** through effective marketing campaigns was also noted, as Stockholm experienced Graz's success in connecting mobility management measures to events and audiences on local, regional and international scales. The **Location** and **long-term** contract of the co-ordinating body, FGM-AMOR in Graz also provided for consistency and continued relations with stakeholders in European sustainable transport projects.

SERRES

Study tour to Treviso

Serres has incorporated CSFs for Treviso's road safety initiatives into its own Regional Action Plan. These include meeting the needs of the community (eg the rehabilitation centre); collaboration with local institutions such as police, schools, university (Departments of Sociology and Architecture); innovative techniques (eg mini appliances for alcohol detection in young drivers); effecting a change of attitude in young people; raising awareness of road safety within the community; educating employees; and political will.

Study tour to Stockholm

The visitors from Serres learnt about the implementation of the Congestion Charge program, its scale (congestion tax, expanded public transport services, more park-and-ride facilities) and the cooperation required between organization, marketing and public awareness of the citizens. Serres also learnt about Stockholm's implementation of a school travel/road safety plan that involves investigation for traffic conditions, cooperation with parents, principals of school and mobility advisers, physical works, walking and cycling campaigns.

The most important and suitable Critical Success Factors that were recognised from the study tours and will be embedded into Serres' sustainable transport strategy are:

- Strong political will
- Long lasting planning with the co-operation of all the relevant stakeholders
- Public awareness in order to change mobility behaviour
- Improvement of the function of public transport- promotion of alternative ways of mobility

TERRASSA

Study tour to Graz and Frankfurt

Terrassa intends to implement a mobility centre as a result of visiting the mobility offices in both Graz and Frankfurt. The centres provide citizens with all kinds of information about urban and inter-urban public transport, as well as selling tickets and advising on the most suitable travel routes. The **location** of the mobility centre was noted as a CSF, since it must be accessible to the public. The centres visited were also near to the main public transport interchanges and therefore on hand to resolve any problems or questions also regarding immediate travel. Terrassa highlighted the importance of **integrating information** so the

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centre can offer information about all services in the region, not only the city and include ALL transport modes.



Study visit to Bromley

Terrassa gained expert knowledge from London's experience in School and Workplace Travel Plans and has drawn from the lessons learnt to implement several travel plans at business parks and universities, as well as provided recommendations to the regional government to implement School travel plans in new schools. Terrassa learnt that **awareness campaigns** work better than hard measures on the street as for example bicycle lanes, or traffic calming measures in school areas. They also saw how WTPS and STPs could be effectively enforced through **existing frameworks** (Local implementation plans in London), funding and materials to support their development and implementation. **Integrated Planning** was also a CSF in school travel and road safety to prioritise urban improvement and access to sustainable transport in areas near schools. **Consultation** with schools and **evaluation** of adopted measures through surveys were noted as further CSFs.

TREVISO

Study visit to Lyon

Treviso have included the lessons learnt from Lyon's Velo'V bike-share project to develop a network of cycle paths and initiate a similar bike-share scheme in 10 municipalities within the province of Treviso. CSFs transferred from Lyon included:

Integrated policy: Integration of cycling and urban planning (strategic projects such as development of cycle paths along the river bank) and with public transport (siting of bicycle racks near bus and tram stops)

Public Private Partnerships: the management costs of bike sharing were supported by private enterprises.

Funding: Integration of local economic resources and European funds (all projects visited were part-financed by European funds)

Study visit to Almada

Treviso implemented European Mobility Week for the first time in 2007 (co-ordinating and supporting the participation of 52 municipalities), having transferred valuable lessons from Almada's experience in this operation. Several CSFs were transferred to Treviso's strategic planning of EMW :

Public awareness: very strong activity of communication, publicity and information surrounded campaigns such as "Almada. Better without cars"

Stakeholder engagement: infrastructure intervention (street, bicycle path, etc.) accompanied policy decisions which involved citizens and represented the interests of the whole community.

Local involvement of co-ordinating organisation: A large administration (Almada) aligned itself and interacted closely with local organisations to compliment their needs, rather than impose top-down policy or restrictions.

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ALMADA

Study tour to Munich

Munich's Mobility Centre concept provided the foundations for a similar project to be implemented in Almada. By gaining an insight into the practical details of different cycling infrastructures and technical Solutions implemented in Munich, alongside the City's mobility and road safety educational campaigns, Almada acknowledged the importance of **Long-term mobility planning**; the **involvement of local community and stakeholders** in mobility strategic planning (creation of a steering group); Good and efficient design for cycling integration; **Awareness-raising** campaigns on public transport and cycling, targeting adults & children.

FRANKFURT

Study tour to Almada

Having witnessed Almada's success in improving **stakeholder relations** and **raising awareness** about sustainable transport between politicians and young people through a Children's Parliament, Frankfurt have provided recommendations to the Frankfurt school authority to set up a children's forum.

Study tour to Helsinki (Finland)

Frankfurt gained valuable information about planning and **integration** of mobility management in the Helsinki Metropolitan area, including the integration of public transport in new developments. **Stakeholder engagement** was another CSF identified, as the success of the Traffic Control Centre depended on **cooperation** between the public authorities, transport providers and police. Frankfurt also learnt about the adoption and use of **technology** to support PT in Helsinki, for example transport information available to download on users mobile phones. These elements will be incorporated into Frankfurt's overall transport strategy and are highlighted in the Regional Action Plan.

3. New Member States Visits: "Cycle E"

Visit by BUDAPEST (Hungary) to Stockholm

The PIMMS Study tour to Stockholm provided valuable information and data to consolidate the impact assessment and other research into road pricing currently being undertaken by the Studio Metropolitana research centre in Budapest. Budapest highlighted CSFs as appropriate **technology, monitoring and strategic planning**, since the latter needs to be updated and re-evaluated according to feedback from monitoring and address alternative scenarios (e.g traffic may develop at new locations outside the congestion charge zone and PT/ alternatives must be provided in place of cars)

Based on visits to Stockholm and Bromley, Budapest will also implement school travel plans, having identified **stakeholder engagement** as a priority to encourage cooperation between the municipalities, the police and the schools.

Visit by GDANSK (Poland) to Bromley

As a result of this visit, Gdansk is preparing a plan to introduce "lessons in safe cycling" at different school levels; and taking the example of the WOW campaign to prepare a similar one in Gdansk. CSFs identified included creative use of **funding** (eg promoting cycling could be achieved at relatively low costs) and **innovation/marketing** (a cycle stunt show engaged young people to learn about road safety and cycling).

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SECTION THREE: CONCLUSIONS

1. Critical Success Factors – a definitive guide?

Based on the information outlined in Section 2, and the full list of Critical Success Factors identified by all partners in PR6, Annex 1, this table summarises and orders the CSFs most frequently cited by the PIMMS partners and study tour participants.

Ranking	Critical Success Factor	no. of Partners
1	Political support and long-term commitment	8
1	Public awareness	8
1	Stakeholder Engagement	8
1	Integrated Policy	8
2	Funding (national, EU)	5
3	Existing regional frameworks (Institutional, financial and legal)	4
4	Public Private Partnership	3
4	Co-ordinating organisations (on local level)	3
4	Reporting/monitoring	3
5	Location (of co-ordinating organisation – access to local stakeholders) or facility eg accessibility of mobility centre	2
5	Technical capacity of staff	2
6	Standardised methodology	1
6	Technology (Innovation and variation)	1
6	Strategic Planning	1
6	Experience/dedication (of staff)	1

Political support; Long-term commitment; Public awareness; Stakeholder Engagement and Integrated Policy are the most commonly cited CSFs, unanimously deemed by all partners to be the most important factors to influence the successful development and implementation of mobility management initiatives. Except for a new emphasis on Integrated policy, this result concurs overall with the original CSFs identified in the Best Practice Report, which placed significance on National and Local political leadership; Engaging Stakeholders; Engaging the Public and Marketing.

It is also worth noting that to avoid repetition, the lists of CSFs identified by each partner have been interpreted and grouped by the author as the categories in the table. Engaging the public and marketing, for example, have been fused into one common category (public awareness). 'Access' – a CSF identified in the original best practice report - has been replaced by 'Location', but could also be understood under 'public awareness' (access to information). 'Climate' (as highlighted in the best practice report) did not feature as a CSF in any of the partners' reports. 'Technical leadership' has been re-interpreted by two new categories: Technology (use of Information Technology Systems, alternative fuels etc in transport systems) and technical competence of staff (related to resources and experience).

Clearly, interpretation of and streamlining the categories as listed in the table may remain open to debate (while conceding limitations such as language, culture and experience). However, these results do provide a useful insight into the factors which the PIMMS partners believe have made the greatest impact on the successful transfer of good practice from one region to another. Since the original report did not attempt to rank the CSFs in any order, these results also allow us to prioritise essential criteria in transport planning applications.

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2. Dissemination

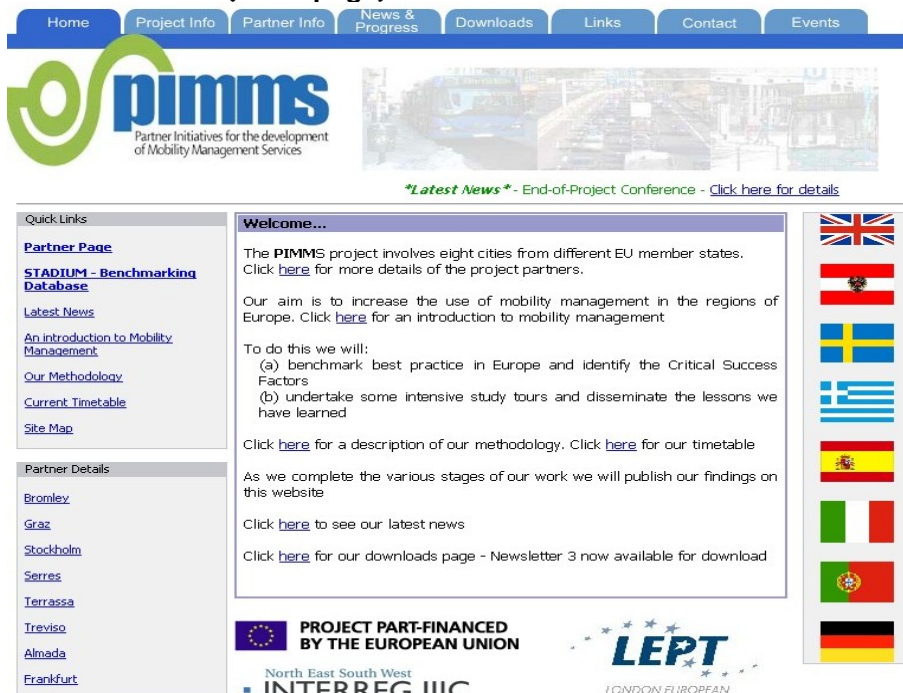
In summarising the total dissemination outputs of all partners (ref. Progress Report 6), the table below demonstrates the partners' success in promoting the PIMMS project and activities within their own region and other regions. These figures will be consolidated by the PIMMS DVD, funded under 'PIMMS+', which has already been received across most EU regions via conferences such as the PIMMS Final conference and the European Conference on Mobility Management (ECOMM) 2008.

No. of interregional events organised by partners	81
No. of participants in these interregional events	9675
No. of brochures prepared by partners and disseminated	49 / 8,021
No. of newsletters (editions published) and disseminated	16 / 307,665
No. of dissemination events (including regional conferences)	51
No. of events at which partners have promoted PIMMS	103
No. articles in press	177

3. Website and database

While the website has proved to be an essential tool for exchanging information about the PIMMS project, it will continue to be updated and improved with a complete set of project archives available to interested stakeholders. The website also contains options for multiple languages for all the partners, and a link to the good practice database. Best practice workshops took place in both London and Brussels in early 2007 to provide a full review of the case studies found in the project database. Each case study was considered by transport experts across all the PIMMS domains, who ranked each example by quality and relevance. Examples failing to score highly were strengthened with further, detailed information about the initiative in question, or omitted altogether where further information was unattainable. New case studies were also added to the database upon the recommendation of the experts. With Vipre UK appointed as consultants to restructure and amend the database accordingly, it now contains over 300 examples of good practice in sustainable transport from across the world, with plans to expand this further by integrating with other EU project databases.

PIMMS website (Homepage)



The screenshot shows the PIMMS website homepage. At the top is a navigation menu with links: Home, Project Info, Partner Info, News & Progress, Downloads, Links, Contact, and Events. Below the menu is the PIMMS logo and a banner image of a city street. A 'Latest News' section highlights the 'End-of-Project Conference' with a 'Click here for details' link. The main content area is titled 'Welcome...' and contains the following text:

The PIMMS project involves eight cities from different EU member states. Click [here](#) for more details of the project partners.

Our aim is to increase the use of mobility management in the regions of Europe. Click [here](#) for an introduction to mobility management

To do this we will:

- (a) benchmark best practice in Europe and identify the Critical Success Factors
- (b) undertake some intensive study tours and disseminate the lessons we have learned

Click [here](#) for a description of our methodology. Click [here](#) for our timetable

As we complete the various stages of our work we will publish our findings on this website

Click [here](#) to see our latest news

Click [here](#) for our downloads page - Newsletter 3 now available for download

On the right side of the main content area, there is a vertical list of flags representing the eight partner cities: United Kingdom, Austria, Sweden, Hungary, Spain, France, Portugal, and Germany.


At the bottom of the page, there are logos for 'PROJECT PART-FINANCED BY THE EUROPEAN UNION', 'INTERREG IIC', and 'LEPT LONDON EUROPEAN'.

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PIMMS database

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PIMMS - Sustainable Transport Initiatives



This section contains examples of sustainable transport initiatives undertaken in Europe over the last four years.

The purpose of this resource is to support professionals in the future planning of initiatives by providing detailed information on what has proved to be successful and what has not.

You can search this database by organisation, initiative or key word. Click on the advanced search link to search by more criteria such as activities, marketing methods and target audience.

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- Please Select a Domain -

Search schemes for key words

View a specific scheme

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4. 'The PIMMS approach'

By exposing regional decision-makers to first hand experiences of sustainable transport initiatives and analysing the reasons for their success, PIMMS has demonstrated how to spread the understanding of mobility management and effectively transfer knowledge and experience from one region to another. The co-operation and excellent communication between all the PIMMS partners has provided for a fruitful and collaborative approach to extending the use of Mobility Management across Europe, and while this report has detailed the significant number of good practices adopted within and outside the PIMMS partner network, there is still much more to be gained from developing and strengthening 'the PIMMS approach' across Europe and beyond.

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