Workplace Travel Planning, Best European Practices

The Netherlands
Arise of Platform Smart Travel Smart Working (1)

- Motive: continuous growth of economical damage, loss of time and aggravation caused by the continuous growth of congestion problems
- 2006: Social and Economic Council (SER) indicated that employers and employees together would be able and willing to do much more to combat congestion
- 2007: the Dutch Ministry responded positively to the SER-advice and the importance of a concise and more binding approach. It also expressed a preference for a voluntary-based interpretation; further, it stated that adequate proposals at the initiative of the business community could make a ministerial regulation that obligates employers to implement workplace travel planning measures according to a points-system, redundant
Arise of Platform Smart Travel Smart Working (2)

- The Ministry invited the social partners, local authorities as well as the top of the business community to found a Taskforce Mobility Management.
- The largest Dutch employers’ federation, VNO-NCW and the employers' organisation for small and medium sized enterprises, MKB-Nederland*, responded positively and in December 2007 the Taskforce Mobility Management was put in place by the Minister of Transportation.
- The role of secretariat is held by consultancy firm Inno-V.
- The Taskforce Mobility Management is nowadays called Platform Smart Travel Smart Working.

* MKB Nederland (SME Netherlands) negotiates and works together with national government to influence legislation and regulations so that they reflect the interests and concerns of SME’s.
Stakeholders Platform Smart Working Smart Travelling

- **Platform SwSr**
  - Task: create preconditions for SwSr
  - Activities: alignment, develop frameworks
  - Who: representatives of all stakeholders
  - When: 1/3 months

- **Secretariat (Inno-V)**
  - Activities: coordination, initiate, facilitate
  - Who: transition managers in the WTP field

- **Monitoring**
  - Activities: monitoring
  - Who: research agency

- **Knowledge**
  - Activities: knowledge management
  - Who: Internet portal

- **Employers**
  - Governments
  - Unions
  - Top 50 Pioneer Employers
  - Agreement regions
  - National Government
  - Decentralised Governments
  - Foundations
  - Suppliers / Consultants

- **Marketing & communication**
  - Activities: coordination, initiate, facilitate
  - Who: innovative communication advisor

Ralph de Jong, Motiva Oy
Chairman of Platform Smart Working Smart Travelling

• Lodewijk de Waal: a charismatic person, who became well known through his role as chairman of the main employee union in The Netherlands

• Consultancy firm Inno-V works in cooperation with him and is doing the daily operations, such as:
  • Facilitate stakeholders
  • Bring together different stakeholders
  • Align with regional mobility brokers
  • Organise seminars and workshops
  • Etc.
The set ambitions in 2007

1. Increasing the number of the regions with a regional agreement (covenant) with employers to other urban areas (the initial start was with six regions), and also increasing the number of involved employers and employees

2. Making binding agreements with employers in regional covenants on the establishment of mobility measures packages to improve accessibility and reduce environmental emissions

3. An irreversible growth process in terms of structural workplace travel planning applied by employers to their employees and their work-related trips

4. Adapt collective agreements based on the guidelines of the national Labour Foundation and the implementation of those collective agreements in various industries

5. Due to the implementation of agreed mobility measures, to realise in 2012 a 5% reduction in the number of kilometres driven during rush hour and the associated environmental emissions in the participating regions
By 3 tracks

1. Collective employment conditions
2. Regional agreements
3. Communication
Track 1: Collective employment conditions

• Personal Mobility Budgets
  • Very suitable instrument in the effort to urge the employee to make a more conscious choice regarding his mobility
  • With a mobility budget, each employee receives a fixed sum for his commuter traffic and carries his own responsibility of how to spend the budget; this stimulates the employee to use alternative means of transportation such as bike or work more often from home; at the end of the year he receives the leftover of the budget, if there is any left
  • Fiscal support is given in order to stimulate the use of personal mobility budgets; e.g. it has become fiscally more attractive to combine a lease car with the use of public transport

• “The New Working”
  • Shift from stimulating alternative modes of travel to smart working (“the new working”)
  • Successful annual campaign ‘The week of the New Working’, see next slide

• Moving closer to work
  • The cabinet has optimised the fiscal moving allowance regulation
Track 1: The week of the New Working

- Initiated by the Dutch Society for Nature and Environment, Platform Smart Working and Smart Travelling, Ministry of Infrastructure & Environment, Dutch Railways, Microsoft, and other companies
- Reached 10 million people:
  - On busy junctions people in pink towel jackets encouraged car drivers to start their working day in a towel jacket in stead of in the traffic jam
  - Social networks
  - People were also reached through radio commercials, and on-street commercials, with teasing statements such as:
    - ´Real men are standing in the traffic jam´ and
    - ´Flexible working? You´d rather do it in your own time!´
  - Managers visited companies to see how they were already applying the New Working
  - Radio DJ´s were working at home (of which most in their towel jacket)
Track 2: Regional Agreements (1)

- Initially, six* regions were selected based on having the largest accessibility problems as well as the related problems with air quality; these regions functioned as an example and inspiration for other regions to also start a regional covenant
- 50% co-financing by the local authority is a requirement to receive subsidy

*Amsterdam, Arnhem/Nijmegen, Eindhoven – ‘s Hertogenbosch, Haaglanden, Rotterdam and Utrecht
Track 2: Regional Agreements (2)

• A “Mobility Broker” is a key person in the whole process as:
  • He/she acquires employers to undersign a regional covenant
  • He/she involves them and stimulates them to take action
  • As the spider in the web, he/she bridges the gap between the Platforms SWSR’s objectives and the employers
  • He/she talks intensively with employers and helps in putting together packages of measures that have an added value to the organisation
  • He/she is involved in the different regional projects
Track 2: Regional Agreements (3)

• A model agreement was provided:
  • Objective
  • Considerations
  • Term
  • Overview of roles of the parties
  • The concrete (SMART) agreements
  • Results
  • Monitoring
  • The binding level
  • (in document ‘Contents of Regional Agreement’ further explanation of the contents)

• Until 2010 €25m has been used of the in total €50m available subsidy
Track 2: Regional projects

- Initiative of Ministry of Transportation, due to upcoming large road constructions
- €100m extra subsidy available due to preparation on satellite road pricing implementation on a national scale (the implementation plan is set on hold by the current cabinet)
- Integrated in the regional agreements
- Option 1: Mobility pass (collaboration with local transport agencies) and personal travel advise provided
- Option 2: Commuters are awarded when avoiding rush hours
- Approach via employer or via registration plate registration
- Interim project organisations with consultants, experts and project managers
Track 2: Regional Projects, approach via employers

- Consultant or Mobility broker speaks with the higher management
- In the meanwhile awareness campaigns around the company site
- Employers are asked to buy mobility passes for all their employees except the ones who already have a public transport subscription) for a very low price (e.g. € 60 per mobility pass for the entire road constructions period)
- All the employees receive a personal travel advise and a mobility pass, providing access to all regional public transportation and also to special freeway shuttle buses and vanpools that are allowed to drive on the shoulder lane when there is a traffic jam
- “Back-pocket principle”: the employees may decide themselves when to use the mobility pass or not
Track 2: Regional Projects, approach via registration plate registration

- Car-users who are in the baseline period registered frequently (e.g. at least 3 times per week) on the particular road during rush hours form the target group
- The target group receives a letter at home with a link to a website where they can find their personal travel advise and can apply for a free mobility pass
- The mobility pass provides access to all regional public transportation and also to special freeway shuttle buses and vanpools that are allowed to drive on the shoulder lane when there is a traffic jam

- In earlier projects, afterwards (when the road constructions were finished and the mobility pass lost its validity), the public transport share of the modal split has structurally increased up to 7%
- (see also document ‘Managing mobility during roadworks’)
Track 2: Regional Projects, awarding commuters when avoiding rush hours

- Registration plate registration → baseline survey and target group
- Participants can own up to 100 euro per month (5 euro per day, when being registered 5 times per week in the baseline period)
- Participants receive a Smartphone, that has the following functions:
  - Participants are required to register every day on their Smartphone whether they work at home, start later or earlier, come by car (whether or not in combination with Park and Ride), use public transportation etc.
  - Tracking & Tracing is done via GPS technology to find out whether or not rush hours are avoided (registration plate registration is conducted as a double check)
  - As an extra incentive the participants can keep the Smartphone
- Rotterdam Harbour freeway A15, 2010: 2,000 participants, on average a decrease of 780 cars in the morning rush hour (more than 5% decrease)
- In total there have been 13,000 participant in different similar projects; participants make on average 40-60% less car trips during rush hours
Track 2: Regional Projects, Digital Mobility

- Six months free trial
- The needed software (Sharepoint) is installed on computers in order to be able to always share documents and communicate with each other
- High quality internet access anywhere
- Support by the development of the new working culture (change management)
Track 3: Communication

- National and regional seminars, to share best practises, to hold plenary debates, to celebrate the fact that new employers undersigned a regional agreement etc.
- Lunch meetings about a specific topic
- Network drinks
Results and lessons learned in 2010

• 1.5% reduction of car-usage

• Lack of binding agreements; agreements rather seen as symbol for commitment: an irreversible growth process of the application of workplace travel planning is a fact

• ‘Improving accessibility’ is not a motive for employers to implement workplace travel planning measures; to convince them the focus should be purely on cost saving, being a good employer and show corporate social responsibility; especially, the employers are keen on the cost saving motives such as saving on office space, parking space and mobility

• Pioneer employers are an important example for other employers
Future plans of Platform Smart Working Smart Travelling (1)

- Continuous shift from stimulating alternative transportation to The New Working
- In the previous period it has been mainly about creating awareness; in order to reach that employers and employees really come into action, the focus should be really on starting the conversation with each other about another way of working and travelling; social media can be used here
- Portal infrastructure with knowledge and best practises will be developed
- Continuation of regional and national seminars
- Consistency between the different regions of branding of the concept
- The target is to double the number of participants in the different `rewarding rush-hours-avoiders` projects; in cooperation with the Top 50 pioneer companies will be investigated whether it's possible to integrate these rewards in the mobility budgets of employees
Future plans of Platform Smart Working Smart Travelling (2)

• The activities will slowly but in an increasing way be internalised in the work processes of the business life (led by the Top 50 pioneer companies); they will work together to accelerate, upscale and professionalise the concept; the ambition is that in 2013 the full main initiative lies with the Top 50 pioneer companies

• The Top 50 pioneer companies will increasingly act as an ambassador in order to realise an increase of the number of employees that work by an employer that undersigned a regional agreement (from 800,000 now, to 2 million employees in 2015)

• The Top 50 pioneer companies will try to take away the fiscal and legislation obstacles

• The Top 50 pioneer companies will come together twice a year

• A steering group is formed by 4 to 5 representatives of the Top 50

• A consultancy firm will do the daily operations of the program
Vouchers for small and medium enterprises (SME) (1)

- Initiated by the Platform Smart Working Smart Travelling and the Ministry of Infrastructure and Environment; executive body is Agentschap NL
- €3m subsidy is available to maturate the consultancy market and, besides the big companies that are approached by the regional agreements, also reach the SME (25-250 employees)
- Small voucher (€1,500): quick overview of the current situation and an estimation of costs and effects that implementation of different measures would have
- Large voucher (€4,400): if the mobility scan triggers the SME to implement measures which require additional consultancy hours, two-third of these costs can be paid by the large voucher
- In October 2010 approximately 62 companies and 150 consultants were on the list of designated consultancy companies
Vouchers for small and medium enterprises (2)

• There is not a strict regime on how to conduct the mobility scan (voucher 1); although, a comprehensive (Excel) list of information that should be included is seen as the minimum content of the scan (see document ‘Datasheet voucher 1 eng’); often a postal code analysis is done in this phase too

• The employee survey is most likely part of the large voucher phase; the consultant can use its own survey method (Agentschap NL doesn’t provide guidelines on employee surveys)

• No specific training has been given to the consultants; a non-obligatory information seminar, however, was held

• The value of each voucher is paid by Agentschap NL to the consultant after the SME has signed the report as approved and after Agentschap NL has received the list (first bullet on this slide)
Vouchers for small and medium enterprises (3)

• Marketing and Communication
  • Basic communication about the voucher program via a website and a leaflet
  • Articles in newsletters and websites of branch organisations, such as chambers of commerce, Energiecentrum MKB (energy saving) and Syntens (innovation projects)
  • Acquisition by the designated consultants and mobility brokers

• Monitoring
  • The program is seen as a pilot; review meetings are organised where the advisors can share their experiences
  • The quality monitoring of the program is done by client reviews and randomly quality checks
  • The filled in excel files could be used to analyse the expected effects, although a quantitative monitoring on real effects of measures is not yet included in the program
Other Agentschap NL subsidy programmes

• Subsidy programme Innovative Mobility Management
  • €1m subsidy is available for innovative Mobility Management solutions
  • 25-75% of the total costs are granted, depending of the kind of organisation, with a maximum of €250,000
  • 1 example: V5N4 (Van 5 naar 4 (5 to 4)); this is an online game for employees of an organisation that stimulates them to start using smart travelling and smart working; it provides employers an attractive business level opportunity to get results in MM (developed by DTV Consultants, see document ‘5to4_The Dutch Mobility Game’)

• Subsidy programme Innovative Travel to and from the station
  • €3m subsidy available for innovative solutions
  • Still in the application phase
Masterclass Mobility Management

• In October 2010 the first Master Class Mobility Management started; In May 2011 a second course will start

• It’s initiated by Erasmus University Rotterdam, in collaboration with the Platform Smart Working Smart Travelling, EPOMM, Ministry of Infrastructure and Environment, VCCR, Fakton and Hermans Nieuwenhuis

• Target groups:
  • Governments: e.g. policy makers and mobility brokers
  • Consultants: e.g. consultants in mobility and HRM
  • Employers: e.g. Facility Managers and HR Managers

• Topics:
  • Sustainability and sustainable mobility
  • Human resources and mobility
  • Mobility and real estate
  • Psychology and change management
  • Marketing and communication

(Curriculum, 2010 participant list and draft programme of study trip to London in 3 separate files)
Suppliers of Mobility Services

- **Shuttle buses, vanpooling and carpooling**: coordination of all activities (purchasing service from private bus company, leasing vehicles for vanpooling, planning routes, taking care of tax benefit (vanpool in NL seen as public transit, making it a very competitive alternative)
- Parking management systems: **BUPP**: enables a perfect demand –supply regulation and can reach an increase in efficiency up to 25% (see separate doc)
- **Back-office**: administration of all transportation related matters (public transp., parking etc.) for a company or a regional project
- **Materials** for e.g. Bachelor studies in Facility Management and HRM
Mobility Mixx

- **Mobility Card:**
  - Train tickets, car rentals, taxi or bikes can be booked on-line or by telephone (also Dutch Railways provides this kind of card, a flyer and guidelines in two files ‘NS Business Card Flyer’ and ‘NS Business Card Guidelines’)
  - Bill is send to the employer: reimbursement not needed anymore

- **Mobility Budget**
  - Annual budget for commute and business travel
  - Real-time availability of the remaining budget
  - At the end of the year employees receive the remaining budget; by making the employees financially responsible for travelling habits they will always make more conscious choices and travel smarter
Foundation of Providers of Accessibility Services

• TFMM is of the opinion that the consultancy market should become more mature and therefore more demand-based in stead of supply-based; therefore they welcomed the initiative of four MM service providers to start in October 2009 a Foundation of Providers of Accessibility Services (VABN, Vereniging Aanbieders Bereikbaarheidsdiensten Nederland)

• The foundation strives for:
  - Reaching transparency in the market of workplace travel planning, in which the available suppliers are more visible for the demanding parties (and better match demand and supply)
  - Searching synergy in order to stimulate innovation
  - Sharing knowledge and facilitating collaboration
  - Being stronger as a joint venture to reach common goals (e.g. concerning taxation or subsidy)

• The foundation has currently 21 members; these are also mentioned on the website of the Platform Smart Working Smart Travelling
Consultancy firms (with English websites)

- Inno-v
- Mobycon
- DTV Consultants

- 62 Mobility vouchers consultancy firms

(See also document ‘Other platforms’)
The Hague Hospital: car usage: - 15%

- Award winner: free promotion on tram
- Stricter parking policy:
  - Independent of seniority
  - More strict when living closer to work (5km)
- Public Transportation discounts
- Promotion of existing bike employment benefits such as fiscal benefits and lease constructions
- Bike facilities:
  - On-site repair service
  - Pool bikes for business travel
  - Discounts on bike parking at stations
  - Discounts in local bike shop
  - **Bike miles**, bicycles of participants are tagged, enabling kilometer registration, the gained points can be exchanged for prices in all kinds of categories
- Baseline and monitoring survey done by external consultant
  (See document ‘Emp survey The Hague Hospital_in Dutch)
KPN Telecom: Cost saving

- Pioneer in The New Working
- Internal workshops
- Performance dialogues for managers about The New Working
- Full public transportation reimbursement

- Decrease of 59 km per week p.p. (19% public transport, 81% car)
- 61% works remote
- 20% of lease riders uses also NS Business card

- 30-40% less housing costs
- 20% shorter meetings
- Satisfactory levels of employees higher:
  - Productivity, Sick leave, Work / life balance
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