PROJET COFINANCÉ PAR LE FONDS EUROPÉEN DE DÉVELOPPEMENT RÉGIONAL

THE COMMUTE PROJECT

Collaborative Mobility Management for Urban Traffic and Emission reduction

COLLABORATIVE MANAGEMENT OF AN URBAN MOBILITY PROJECT: FRAMEWORK

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FIGURES

Partners

NUMBER	NAME OF THE PROJECT PARTNER ORGANIZATION
1	Toulouse Métropole
2	AIRBUS SAS
3	Tisséo Collectivités
4	SOPRA STERIA
5	Association française de la normalisation - AFNOR
6	Club d'Entreprises Réussir
7	Aéroport Toulouse Blagnac
8	Avions de Transport Régional
9	SAFRAN

Preamble

The origins of the project

The population of the city of Toulouse and the surrounding conurbation is booming. The rise in the population has come with strong economic growth and has resulted in problems accessing the airport area, which alone is home to 70,000 jobs. The COMMUTE project (Collaborative Mobility Management for Urban Traffic and Emission reduction) is an experiment in the innovative governance of the collaborative public/private management of urban mobility with all the players in the airport and aeronautical area, in an effort to reduce congestion there and to change solo driving habits by developing multi-modal transport. Eighty percent of the total cost of €5,240,523.55 of this innovative project is funded by the European Union's Urban Innovative Actions initiative, while the remaining 20 % is financed by the project's partners.

The COMMUTE project is the result of a succession of initiatives that converged into concrete actions. The airport and aeronautical area has been concerned by the issue of mobility for more than 10 years, in terms of both congestion and air pollution. These findings have prompted private and public players to identify solutions that will improve access to this area, reduce pollutant emissions, heighten the appeal of the region and improve the quality of life of both residents and employees.

The particular situation in Toulouse, due to the balance of power between the institutions and the economic fabric, supported in particular by the power of Airbus, a very large employer in the area, and the presence of major players in the local economy, means that the voice of local businesses most certainly carries more weight than elsewhere. Moreover, the issue of mobility is well suited to a collaborative approach, due to the significance of the critical mass of employees involved. In the past, every partner had already launched individual or bipartisan actions, only to be confronted with the limited scope of their actions.

In parallel to the creation of the mobility commission of "Club Entreprise Réussir" (CER), chaired by ATB (Toulouse-Blagnac airport), Airbus and Toulouse Métropole signed an economic and local development pact, including an environmental chapter that saw the launch of the DEMETER meta project, which aims to demonstrate the region's commitment to reducing emissions. These initiatives opened the way to close discussions between the public and private sectors, in particular regarding emerging ideas on funding that remained to be implemented. The city authority's ambition to acquire additional European funding, combined with the DEMETER project involving around 30 public and private players, helped to win a European call for projects on mobility and to create COMMUTE. As a consequence, the mobility dimension of DEMETER now brings together nine players, tasked with transforming intentions into actions. Once formed, the COMMUTE project, which aims to set up a collaborative urban mobility management system, took a number of actions to reduce the use of vehicles, such as pooling employer travel plans (PDE), car-pooling, working from home, the optimization of transfers between modes of transport and engaging communication techniques (experiments in walkability, bicycle services, digital platforms).

The coexistence of projects converging towards the improvement of mobility, the deployment of a new legal framework and the necessary change management in the businesses, all encourage the birth of a local partnership for the collaborative management of mobility. This can also been seen as a criterion of the maturity of the region, to be taken into consideration by the promoters of all similar projects.

NOTE The specifics of the mode of funding have an impact on the governance of the project, as strong action drivers and in terms of the structural framework. They only apply for the duration of the project.

The lines of work of the project

The various steps required to develop this project for the collaborative management of urban mobility are described in detail below.

The COMMUTE project pursued four main lines of work between October 2017 and January 2021:

- setting up a new collaborative management system of urban mobility that aimed to formulate suggestions and recommendations, and to introduce an innovative mode of co-creation and cooperation,
- creating a digital platform dedicated to urban mobility that measures the impacts of the experiments conducted and can also be used as a mobility decision-support tool based on real-time data,
- taking innovative actions that help to reduce traffic by deploying innovative solutions, such as new working methods (working from home, co-working spaces, etc.), mobility services (car-pooling over short distances, cycling, etc.) and new infrastructures (car-pooling car parks),
- and evaluating the experiments conducted.

This project has numerous aims:

- to make mobility flows in the airport and aeronautical areas smoother,
- to sustain the appeal of the region with the support of a strong local economy that creates jobs,
- to reduce pollutant emissions and conserve the air quality,
- to improve the quality of life of residents and workers by reducing stress levels, fostering sharing and forging social ties,
- and to make this model sustainable in the long term so it can be extended to other regions.

1 Scope

This frame of reference:

— establishes a method to manage an urban mobility project using a collaborative mode of management and to deploy it in a given locality, through a partnership;

— specifies the requirements to be met in order to implement the collaborative management of urban mobility projects for the work-home commute in a given locality.

It includes general recommendations, based on feedback from the partners in the COMMUTE project pertaining to the actions and the project management system[1].

The method and requirements of this frame of reference are generic and can be applied to any public or private entity, irrespective of their size and field of activity, that is engaged in a collaborative mobility management project, involved in the collaborative management of a project for the collaborative management of a mobility project in a given locality.

2 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

2.1
organization
person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its *objectives* (2.12)

Note 1 to entry: The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

Note 2 to entry: In this case, the organization includes all the project partners.

2.2
interested party (preferred term)
stakeholder (admitted term)
person or *organization* (2.1) that can affect, be affected by, or perceive itself to be affected by a decision or activity

2.3
Urban Innovative Actions
UIA
European Union initiative enabling urban areas in Europe to implement new and innovative solutions to take up the urban challenges they are facing by launching calls for projects

2.4
mobility authority
MA
public body responsible for the organization of regional and urban mobility services within its territory

2.5
requirement

[1] Deliverable 4.1.6 Actions and management system: general recommendations related to the COMMUTE project.

need or expectation that is stated, generally implied or obligatory

Note to entry: A specified requirement is one that is stated, for example documented information.

2.6
partnership agreement
contract signed by all the project partners, containing the obligations and responsibilities of each project partner before, during and after the project

2.7
work package
WP
package of actions broken down into tasks assigned to one or more parties and that enables a project to be broken down into topics. Each work package has a budget and deliverables

2.8
management system
set of interrelated or interacting elements of an *organization* (2.1) to establish *policies* (2.11) and *objectives* (2.12) and *processes* (2.16) to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines.

Note 2 to entry: The system elements include the organization's structure, roles and responsibilities, planning and operation.

Note 3 to entry: The scope of a management system may include the whole organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

2.9
top management
person or group of people who directs and controls an *organization* (2.1) at the highest level

Note 1 to entry: Top management has the power to delegate authority and to provide resources within the organization.

Note 2 to entry: If the scope of the *management system* (2.8) covers only part of an organization, then top management refers to those who direct and control that part of the organization.

2.10
effectiveness
extent to which planned activities are realized and planned results achieved

2.11
policy
intentions and direction of an *organization* (2.1), as formally expressed by its *top management* (2.9)

2.12
objective
result to be achieved

Note 1 to entry: An objective can be strategic, tactical or operational.

Note 2 to entry: Objectives can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels [such as strategic, organization-wide, project, product and *process* (2.16)].

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, as a fixed objective, or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 4 to entry: In the context of management systems, objectives are set by the organization, consistent with the policy, to achieve specific results.

2.13
risk
effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected — positive or negative.

Note 2 to entry: Uncertainty is the state, even partial, of a deficiency of information that hinders the understanding or knowledge of an event, its consequence or its likelihood.

Note 3 to entry: Risk is often characterized by reference to potential events (as defined in ISO Guide 73:2009, 3.5.1.3) and consequences (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.

2.14
competence
ability to apply knowledge and skills to achieve intended results

2.15
documented information
information required to be controlled and maintained by an *organization* (2.1) and the medium on which it is contained

Note 1 to entry: Documented information can be in any format and media, and come from any source.

Note 2 to entry: Documented information can refer to:

— the *management system* (2.8), including related *processes* (2.16);

— information created in order for the organization to operate (documentation);

— the evidence of results achieved (records).

2.16
process
set of interrelated or interacting activities which transforms inputs into outputs

2.17
performance
measurable result

Note 1 to entry: Performance can relate either to quantitative or qualitative findings.

Note 2 to entry: Performance can relate to the management of activities, *processes* (2.16), products (including services), systems or *organizations* (2.1).

[SOURCE: ISO 14050:2020, 3.1.12]

2.18
outsource (verb)
make an arrangement where an external *organization* (2.1) performs part of an organization's function or *process* (2.16)

Note 1 to entry: An external organization is outside the scope of the *management system* (2.8), although the outsourced function or process is within the scope.

2.19
monitoring
determining the status of a system, a *process* (2.16) or an activity

Note 1 to entry: To determine the status, it may be necessary to check, supervise or observe from a critical viewpoint.

2.20
measurement
process (2.16) to determine a value

2.21
indicator
quantitative, qualitative or binary variable that can be measured, calculated or described, representing the status of operations, management, conditions or impacts

[SOURCE: ISO 14050:2020, 3.2.24]

2.22
nudge
social, situational or personal factors inciting individuals to adopt a precise behaviour

2.23
key performance indicator
KPI
indicator (2.21) of *performance* (2.17) deemed by an *organization* (2.1) to be significant and giving prominence and attention to certain aspects of operations, management, conditions or impacts

[SOURCE: ISO 14050:2020, 3.2.25]

2.24
market survey
collection of data and analysis of information that qualitatively and quantitatively determines the financial, economic and demographic characteristics of a given market

2.25
deployment strategy
set of priorities of the dissemination action. These priorities reflect the strategic commercial objectives of the defined area of responsibility, while evaluating the human and financial resources required to take the action

2.26
cost/benefit analysis
CBA
analysis contributing to decision-making on whether to adopt a project or a plan by quantifying and comparing its costs and benefits

[SOURCE: ISO 13824:2020, 3.2]

2.27
conformity
fulfilment of a *requirement* (2.5)

2.28
nonconformity
non-fulfilment of a *requirement* (2.5)

2.29
corrective action
action to eliminate the cause of a *nonconformity* (2.28) and to prevent recurrence

2.30
continual improvement
recurring activity to enhance *performance* (2.17)

2.31
solo driving
use of a car by only one person onboard

2.32
last kilometre
final stage of a trip of one or more individuals immediately preceding arrival at the destination

2.33
multimodalism
considered as the alternative use of different means of transport to make one or more journeys

2.34
sustainable development goals
SDG
name of the master plan of the 17 global goals covering all aspects of sustainable development (economic, social and environmental) drawn up by the members of the United Nations in 2015 and that the States are have committed to meeting by 2030

2.35
local development master plan
LDMP
tool used to design and implement a strategic multi-community plan covering a large residential area or an urban zone, as part of a sustainable development project

2.36
mobility plan
MP
tool used to organize and implement a strategic and operational plan covering the territory of a mobility authority

2.37
employer mobility plan
EMP
a set of measures intended to optimize and improve the efficiency of travel related to the activity of an enterprise, in particular personnel travel, in order to reduce emissions of greenhouse gases and atmospheric pollutants and to reduce congestion of the infrastructures and means of transport, as described in article L1214-8-2 of the French transport code

2.38
inter-enterprise mobility plan
IEMP
initiative taken by a group of enterprises and/or administrations located in the same area (business or industrial park, employment zone, geographical) that intends to define and take measures to optimize employee travel

3 Background of the organization (partnership)

3.1 Understanding the organization (partnership) and its context

The organization (partnership) that launches the urban mobility project with a collaborative mode of management shall identify the relevant external and internal issues with regard to its aims, and the factors influencing its capacity to achieve the results expected of the implementation of this project in the area in question.

THE CASE OF THE COMMUTE PROJECT

The COMMUTE project is being played out on an international stage, where mobility is one of the issues in the UN's (United Nations) Sustainable Development Goals master plan, on a global scale, and in the calls for projects launched by the UIA for urban authorities in Europe seeking to implement innovative solutions to their urban challenges, on a European scale. The main objective of the UIA is to provide urban areas throughout Europe with the resources to conduct experiments with innovative solutions to their main urban challenges, to assess how these solutions function in practice and how they cope with the complexity of real-life situations. Against this backdrop of the political commitment and will of the European Union, one of the expected results of the COMMUTE project was to make sure that its innovative strategic governance can be reproduced in other urban areas in Europe by sharing the following information:

- the organization and the proposed governance,
- the necessary legal framework,
- the economic model adopted.

This governance is a solution that can be adopted by any other urban authority in Europe and shall bring together the key factors of success of the project:

- a public-private collaborative model,
- the use of new technologies,
- a willingness to change behaviours,
- a critical mass of employees involved in the project,
- and the implementation of new and sustainable solutions.

The means of dissemination that are developed in the project will enable other urban authorities to replicate the project elsewhere.

The organization (partnership) that launches the urban mobility project focussing on the home-work commute with a collaborative mode of management shall take account of the essential character of collaboration between all the stakeholders, which is necessary to make a success of their project in their locality:

- organizing mobility means providing the public (residents and visitors) with a selection of means of mobility in a given locality;
- mobility relies on a chain of players that provide means of transport, which requires continuity, adaptability to change (agility), communication and, therefore, collaboration;
- the digital dimension of an urban mobility project is essential and shall also involve collaboration between all the players concerned, be they the entities that create the need for mobility, such as businesses in their role as employers, service providers or mobility authorities and their delegates;

the implementation of a mobility project in a given locality demands a change in the travel habits of the public (residents and visitors).

In an urban mobility project that adopts a collaborative mode of management, the public/private dimension of the organization (partnership) is essential and specific, inasmuch as it extends well beyond the necessary contractual relationship between a public commissioning authority and a private service provider. Mobility is an issue for both businesses, in their role as local employers, and for the mobility authorities (the local authorities and their delegates). It is an approach that demands complementarity and consistency between public action and the private initiatives in the locality. Collaboration between public and private players in the management of mobility creates a partnership between all the parties involved.

Urban mobility involves several dimensions, in terms of geography and public action:

— different geographic areas,

EXAMPLE: an urban area where businesses and employees' workplaces and homes are located (for the home-work commute),

— various institutions responsible for mobility on different levels and with different scopes of competence

EXAMPLE: district, city, county, region, State, etc.

The organization (partnership) that launches the urban mobility project with a collaborative mode of management shall be controlled by a local entity that has authority over economic development, transport infrastructures and mobility.

3.2 Understanding the needs and expectations of the interested parties with regard to urban mobility in a locality

The organization (partnership) shall:

— identify the interested parties that are relevant to the collaborative management of an urban mobility project,

— clearly and precisely identify the competences, roles and interests of all the players in the project,

— ensure that all the stakeholders are in agreement,

— determine the requirements (needs and expectations) of the interested parties.

When identifying the interested parties, the spheres of influence of the urban mobility project should be identified first, then the players in each of these spheres of influence should be mapped out.

THE CASE OF THE COMMUTE PROJECT

Four spheres of influence were identified in the COMMUTE project:

- institutional,
- economic,
- social,
- societal.

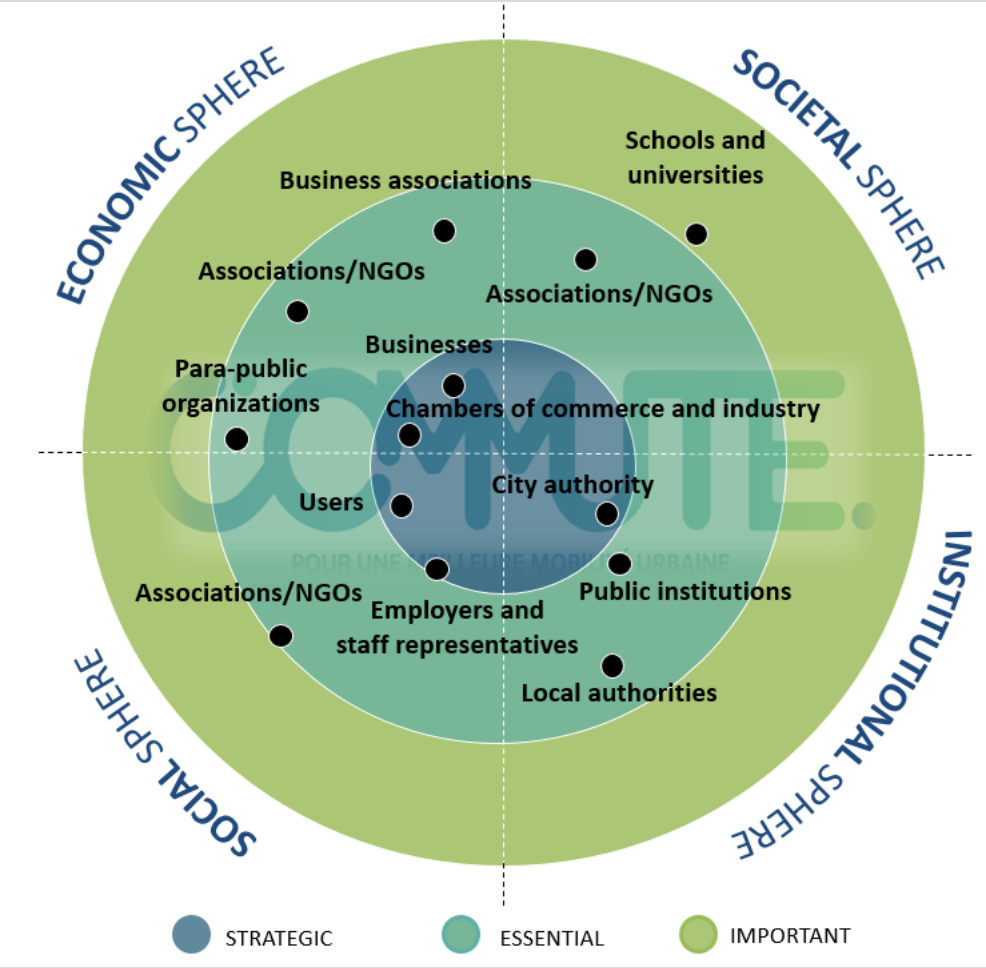


Figure 1 — Example of a map of the stakeholders in the COMMUTE project

Regarding the dialogue between the stakeholders, the organization (partnership) shall organize consultations to:

- identify the needs of all the partners in the urban mobility project,
- make sure that their respective obligations have been fully understood,
- propose an inclusive solution covering the complete mobility chain.

THE CASE OF THE COMMUTE PROJECT

In the COMMUTE project, the initial diagnosis of car usage and solo driving in the area in question, the strategy for modal transfer and the change in the demand for mobility appeared to be major sources of potential optimization. The partnership between the mobility authorities (local authorities and their delegates) and businesses (as local employers) jointly addressed the subjects of:

- usage (massive increase in mobility flows due to the arrival of businesses). The businesses (as employers in the area), in cooperation with the mobility authorities, are highly credible and, therefore, are more effective in the deployment of the action plans, thanks to their communications and their efforts to raise awareness amongst employees,
- infrastructures. The project justifies the priority granted by the decision-making authorities (Toulouse Métropole and Tisséo Collectivités) to the works in the area concerned.

An organization (partnership) that adopts the collaborative management of a local urban mobility project expects this collaborative management to provide, amongst others:

- the creation of value that could not be created by working separately,
- better acceptance and dissemination of the measures taken,
- greater innovation,
- an effort to promote and federate the network,
- improved knowledge of the ecosystem.

3.3 Determining the scope of the urban mobility project with a collaborative mode of management

The organization (partnership) shall determine the limits of applicability of the collaborative management of the urban mobility project, the necessary partners and the subjects that will be under collaborative management and their boundaries, when determining the overall scope.

The following questions shall be answered:

- Who are the partners?
- What does the collaborative management cover?
- What are the scope/limits of the collaborative management?

When determining this scope, the organization shall consider:

- the external and internal issues mentioned in 3.1 pertaining to the specifics of the public/private character of the partnership in the collaborative management of a mobility project, especially for the home-work commute (the role of businesses as local employers),
- the requirements referred to in 3.2. pertaining to the stakeholders in the project.

The scope shall be available as documented information.

3.4 Collaborative management of an urban mobility project

The organization (partnership) that launches an urban mobility project with collaborative management shall implement, update and continually improve the collaborative management of the urban mobility project, including the necessary processes and their interactions, in accordance with the requirements of this frame of reference.

The organization (partnership) shall establish a governance plan for the “collaborative management” of the project. An example of the organization of the project tasks is shown in Figure 2.

THE CASE OF THE COMMUTE PROJECT

The COMMUTE project is organized into five implementation Work Packages (WP):

- WP 4 sets up a collaborative urban mobility management system involving the main players in the airport area, in order to develop their methods of interaction, as players in mobility, and to combat traffic congestion,
- WP 5 deploys a digital platform to support the collaborative management system that collects the data on mobility behaviours supplied by the public authorities and enterprises,
- WP 6 conducts experiments in change management, mobility behaviours, modes of working and the innovative organization of work spaces, new mobility services and innovative and sustainable infrastructures,
- WP 7 develops a method to evaluate and disseminate the results of the experiments, in terms of the impact on congestion, modal changes and the environment,
- WP 8 provides the investment required to deploy the actions resulting from the experiments.

In parallel, the cross-cutting WP 2, WP 3 and WP 9 respectively guarantee effective project management, relevant communications and the distribution of the results of the COMMUTE project.

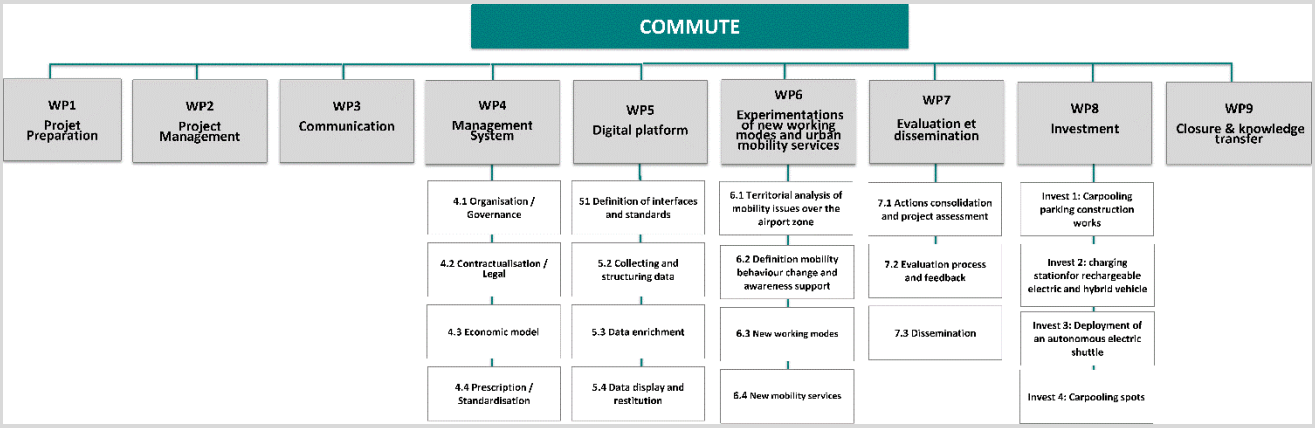


Figure 2 — Example of an organization chart for the tasks of the COMMUTE project

4 Leadership

4.1 Leadership and commitment

Top management shall demonstrate leadership and commitment with respect to the collaborative management of the urban mobility project by:

- ensuring that the policy and objectives of the collaborative management of the urban mobility project are established and are compatible with the strategic direction of the organization (partnership),
- ensuring the integration of the requirements of the collaborative management of the urban mobility project into the organization's (partnership's) business activity processes,
- ensuring that the resources needed for the urban mobility project with a collaborative mode of management system are available,
- communicating the importance of having effective collaborative management of the urban mobility project and of meeting the requirements of this project,
- ensuring that the collaborative management of the urban mobility project achieves its intended outcome(s),
- guiding and supporting persons so that they contribute to the effectiveness of the collaborative management of urban mobility,
- promoting continual improvement,
- supporting the other relevant management roles to demonstrate their responsibilities in their respective areas.

NOTE 1 In this document, the term "business activity" should be interpreted in the broad sense, meaning the activities associated with the end-purpose of the organization (partnership).

NOTE 2 Reminder: control shall be assigned to a local authority that has the competence for transport infrastructures, economic development and mobility.

4.2 Collaborative management policy of the urban mobility project

4.2.1 Definition of the collaborative urban mobility management policy

Top management shall define a collaborative urban mobility management policy that:

- is adequate for the end-purpose of the organization (partnership),
- provides a framework for setting collaborative objectives,
- includes a commitment to satisfy applicable requirements,
- and includes a commitment to the continual improvement of the collaborative management of the urban mobility project.

4.2.2 Communication of the collaborative management policy for the urban mobility project

The collaborative urban mobility management policy shall:

- be kept up to date as documented information,
- be communicated within the organization (partnership),
- be available to interested parties.

4.3 Roles, responsibilities and authorities in the organization (partnership)

4.3.1 Governing bodies

The governing bodies shall enable the collaborative management of an urban mobility project to achieve the objectives set forth in 4.2.1, while taking account of the relationships with the various stakeholders at the different stages of the project.

THE CASE OF THE COMMUTE PROJECT

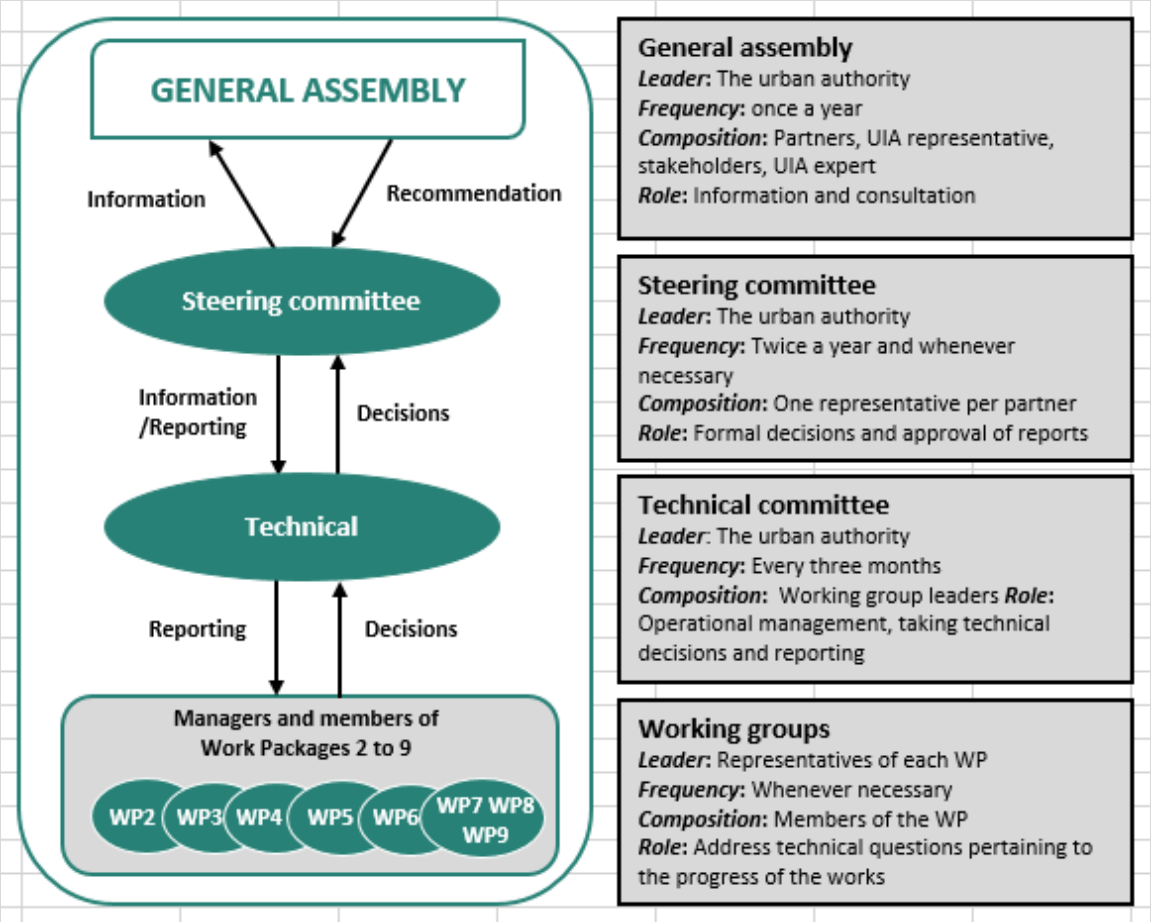


Figure 3 — Example of the organization of the COMMUTE project

The different governing bodies of the COMMUTE project are described below:

a) **General Assembly:**

— chaired by the leader partner of the organization's project,

— meets once a year, at the chair's initiative,

— includes all the partners and stakeholders.

b) **Steering committee:**

— chaired by the leader partner of the organization's project,

— meets twice a year, or more often if necessary, at the chair's initiative,

— includes one representative of each partner.

c) **Technical committee:**

— chaired by the leader partner of the organization's project,

— meets every three months, at the chair's initiative,

— is made up of the working group (Work Package) leaders.

d) **Working groups or Work Packages (WP):**

— each chaired by the WP leaders,

— each WP meets at least once every three months, at the initiative of the Work Package leader,

— each WP is chaired by its leader and is made up of the working group team.

The meetings of each of these bodies are convened by any means, including electronic means, that can certify that the notification has been received.

NOTE Alternative working methods for the working groups: weekly or twice-monthly joint meetings of several Work Packages that:

— are chaired by the project manager,

— take place once a week or every two weeks, at the initiative of the project manager,

— are attended by all the partners,

— take account of the work schedules of the partners, which are often an obstacle to the progress of a collaborative project, by reserving one half-day.

4.3.2 Roles and responsibilities

The collaborative management of an urban mobility project assumes that several local players are involved in the decision-making process and the performance of the actions, as stated in 3.2.

Top management shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization.

THE CASE OF THE COMMUTE PROJECT

The following players were involved in the collaborative management of the COMMUTE project:

- the UIA advisor, as part of the co-funding by the UIA, who supports the project promoters,
- local politicians, whose role is strategically important in the decision-making process and in providing political support, which is a key factor in the development of the project,
- the project manager appointed by the organization, who is responsible for the operational management of the project,
- the following partners, who contributed to the development of the project:
  - the European Commission,
  - the Urban Authority,
  - the Mobility Authority (MA),
  - employer partners,
  - technological partners,
  - the association of businesses (Club d'entreprises),
  - the partner in charge of the standardization frame of reference.

THE CASE OF THE COMMUTE PROJECT

The roles of the governing bodies of the COMMUTE project are described below:

a) The main role of the **General Assembly** is to inform and consult (guidelines, recommendations, etc.).

b) The role of the **Steering Committee** is to take formal decisions and approve the reports. The Steering Committee is the decision-making body of the project.

It decides on the following points by unanimous vote:

— changes to the partnership agreement, including changes to the subsidy contract that result in an amendment to the current partnership agreement,

— changes to the project that impact the application form,

— establishment of the project action plan,

— termination of the partnership agreement, decisions modifying the partnership (withdrawal or exclusion of a partner),

— transfers of rights and obligations.

c) The role of the **Technical Committee** consists of operationally managing the project, measuring the state of progress of the project as part of the reporting process and taking operational decisions. The Technical Committee is the intermediate governing body.

It is tasked with:

— establishing the state of progress of the project on the basis of the information provided by each Work Package manager,

— where appropriate, proposing changes to the project management plan, the communication plan, the partnership agreement, etc.,

— where appropriate, proposing changes to the allocation of resources and the schedule,

— proposing changes to the contract in order to solve specific problems,

— deciding on communication actions and the dissemination of results.

Decisions taken by the Technical Committee on financial or technical matters shall be approved by the Steering Committee.

d) The role of each **Work Package** is to address technical questions pertaining to the progress of the works. The meetings between the WP leaders and the partners are essential in order to discuss the state of progress of the work carried out under each Work Package.

Top management shall appoint:

a) a project manager tasked with defining and implementing the collaborative management process of the urban mobility project, with the responsibility, authority and obligation to make sure that the required policies, processes, culture and behaviours are defined, implemented and kept up to date.

b) an executive manager tasked with defining and implementing the collaborative management process of the urban mobility project, with the responsibility, authority and obligation to make sure that the required policies, processes, culture and behaviours are defined, implemented and kept up to date.

Top management (the urban authority) shall assign responsibility and authority for:

— ensuring that the collaborative management project conforms to the requirements of this frame of reference,

— reporting on the performance of the collaborative management of the urban mobility project to top management (the urban authority).

In the particular case of public/private partnerships, it is important to identify:

— whether the body coordinating the project is the decision-making body and whether it has relinquished the core of the project, because doing so changes the balance of the project. If the core of the project is taken away from this entity, the powers are shared in a more balanced manner. In this case, the project manager coordinates without being the real leader, which makes for more neutral project management,

— the means of conducting relationships between the partners, including the contractual provisions, their respective responsibilities in the performance of the urban mobility project and, more generally, their rights and obligations.

NOTE Co-decision-making does not exclude looking for subcontractors.

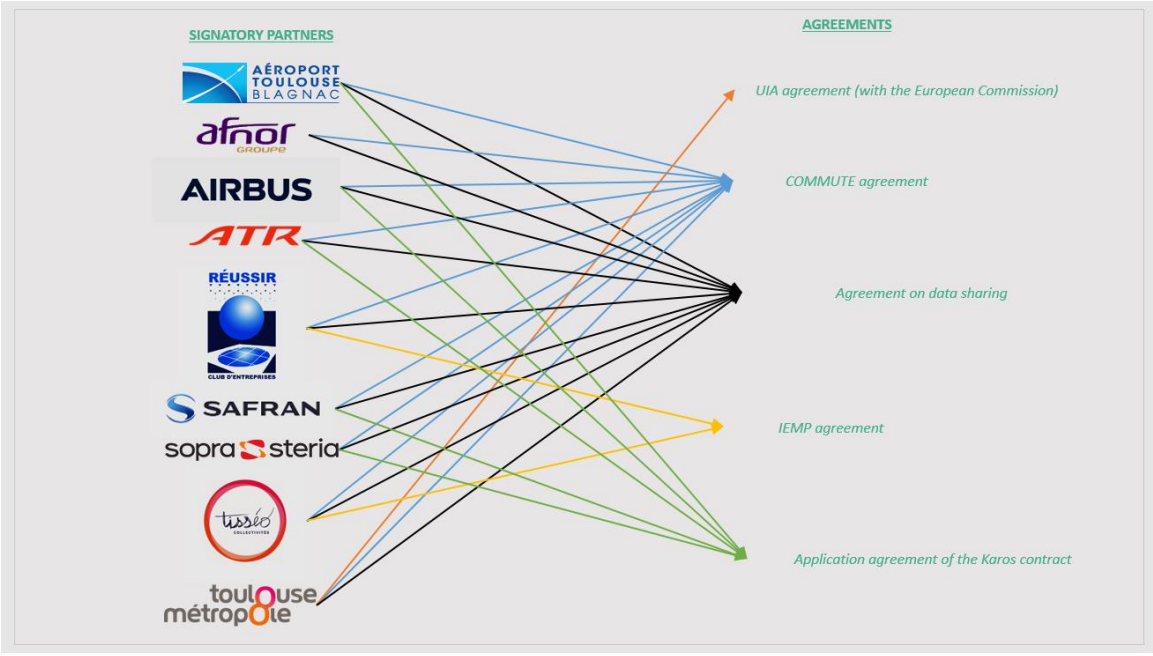


Figure 4 — Example of contractual relationships for the agreements of the COMMUTE project

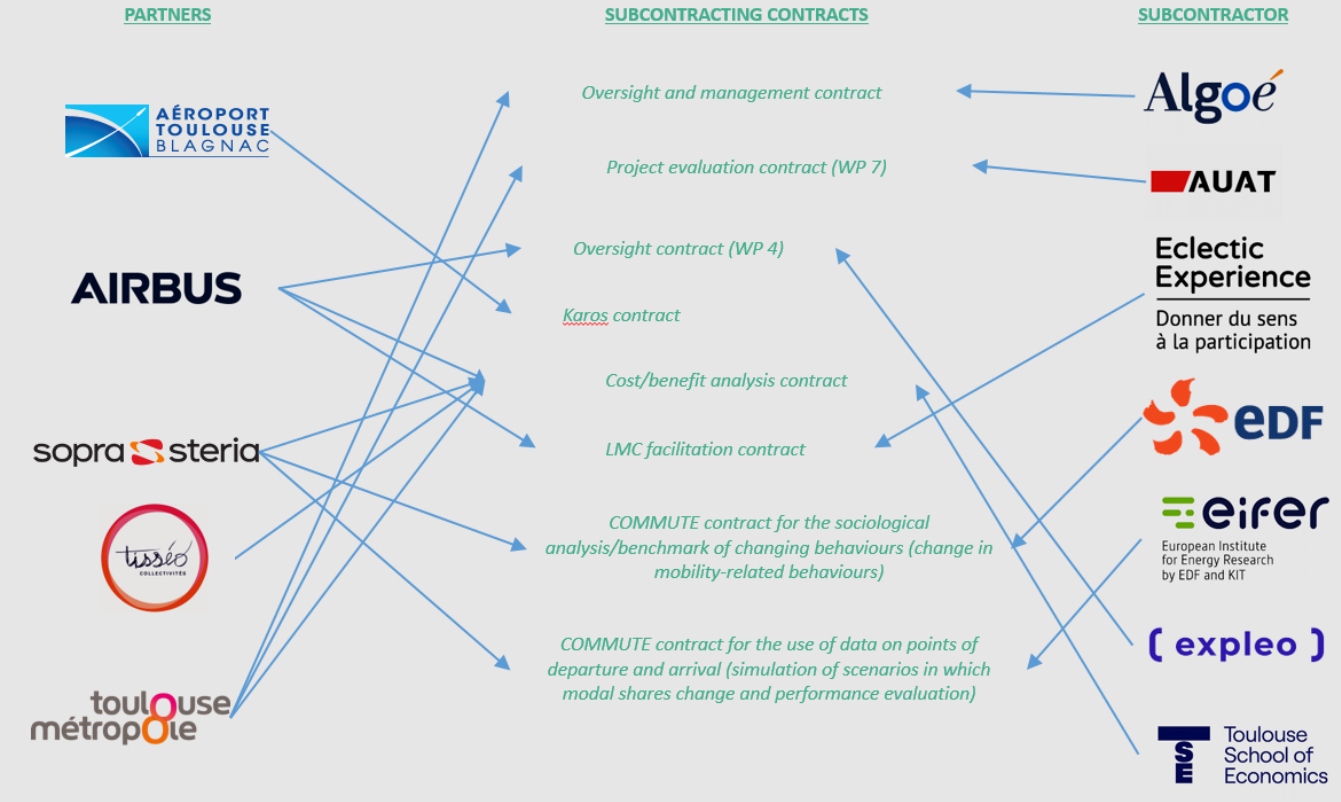


Figure 5 — Example of contractual relationships for subcontracting in the COMMUTE project

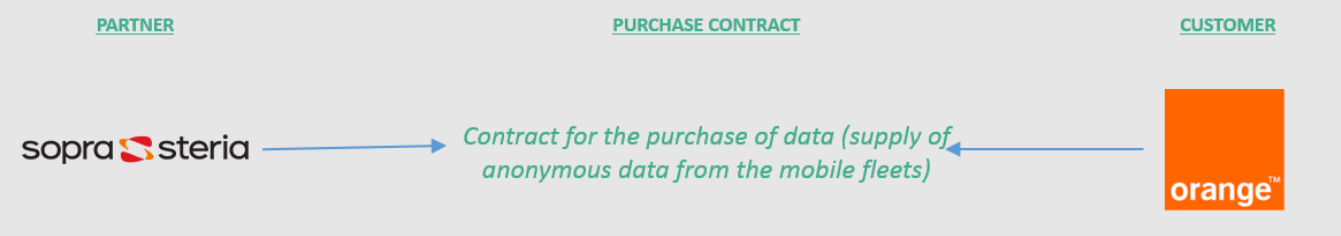


Figure 6 — Example of contractual relationships for the purchase of data for the COMMUTE project

5 Planning

5.1 Actions to address risks and opportunities

When planning for the collaborative management of its urban mobility project, the organization (partnership) shall consider the issues referred to in 3.1 and the requirements referred to in 3.2, and determine the risks and opportunities that need to be addressed to:

— ensure that the collaborative management of the urban mobility project can achieve its intended outcome(s),

— prevent or reduce undesired effects,

— achieve continual improvement.

Collaborative working can be an effective means of reducing risk, but the multitude of players and their interdependence can also incur an additional risk (addition of new work items, time factor) that was not identified beforehand. The organization (partnership) shall have a set process for the initial and continuous assessment of risks. This process should include set approaches to identify, analyse, mitigate, continually manage and review risks.

The organization (partnership) shall plan:

- actions to address these risks and opportunities,
- the means of incorporating and taking these actions in the collaborative management processes of urban mobility and evaluate the effectiveness of these actions.

The organization (partnership) shall include two important points in its plan:

- the actions and guidelines by topic that may be modified following consultations with the stakeholders. In this case, it is important to consider the time factor when modifying/adding/removing actions in order to keep the project on schedule,
- the specifics of the public/private partnership and the demands of political agendas. Political decisions and budgetary commitment processes can be both a catalyst and an obstacle in large-scale projects. Electoral promises and communication shall be taken into consideration in advance of the urban mobility project, especially in periods leading up to elections.

5.2 The objectives of the collaborative management of urban mobility and planning the actions to achieve them

The organization (partnership) shall set objectives for the collaborative management of the urban mobility project for the functions and levels concerned.

The objectives of the collaborative management of urban mobility shall:

- be consistent with the collaborative urban mobility policy (as defined in 4.2),
- be consistent with the requirements related to HR, CSR and quality of life at work of the employers,
- be measurable,
- take into account the applicable requirements,
- be monitored,
- be communicated,
- and be updated regularly.

The organization (partnership) shall keep documented information on the objectives of the collaborative urban mobility.

When the organization (partnership) plans how to achieve its collaborative urban mobility objectives, it shall determine:

- what will be done,
- what resources will be required,
- who will be responsible,
- the time frames, and
- how the results will be assessed.

6 Support

6.1 Resources

The organization (partnership) shall determine and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the collaborative management of the urban mobility project.

NOTE In the COMMUTE project, the European co-funding facilitated the commitment of human resources throughout the project that is necessary for the establishment of collaborative governance.

6.2 Competence

The organization (partnership) shall:

- ensure that a behavioural framework is defined and respected. This is an essential precondition of the success of the collaborative approach. Respect, trust and openness between the members of the organization are all values that shall be discussed and approved by all,
- determine the necessary competence of the person(s) doing work under its control that affects the performance of the collaborative management of urban mobility,
- ensure that these persons are competent on the basis of appropriate initial or vocational training or experience,
- where applicable, take measures to acquire the necessary competence and evaluate the effectiveness of these measures, and
- retain appropriate documented information as evidence of said competence.

NOTE 1 Possible actions include the training, supervision or transfer of existing personnel or the recruitment, directly or as subcontractors, of competent parties.

NOTE 2 In this paragraph, the term “competence” shall be understood according to the meaning given in part 2 of this frame of reference and shall not be mistaken for the competence of any administrative authority in a given locality and in the field where it can legally intervene.

NOTE 3 The enterprises (employers) involved in the collaborative management of an urban mobility project shall identify and appoint employees with competences in communication, CSR, HR and the management of the general services that are necessary for the proper implementation and success of the project.

6.3 Awareness

The people working under the control of the organization (partnership) shall be aware of:

- the legal framework,
- the collaborative urban mobility policy,
- the importance of their contribution to the effectiveness of the project for the collaborative management of urban mobility, including the benefits of the improvement of the performance of urban mobility,
- the implications of not conforming with the requirements of the collaborative management of the urban mobility project.

Knowledge of the legal context and the legal obligations in terms of mobility of the project for the collaborative management of urban mobility helps to take the project onboard.

EXAMPLE 1 The French transport code provides an overview of all the recent changes in the field of mobility resulting from the 2014 MAPTAM law, the 2015 NOTRe law and the Climat AIR Energie law

EXAMPLE 2 The French mobility directive law (LOM), passed in 2019, helps to integrate mobility management policy and allows:

- local authorities to try out new mobility solutions as alternatives to solo driving in their jurisdictions,
- companies with more than 50 employees to facilitate support for the home-work commute of their employees and provides them with the necessary tools.

THE CASE OF THE COMMUTE PROJECT

Since the COMMUTE project falls within the scope of the LOM law, it is necessary to be familiar with this law and the measures it proposes: Employer Mobility Plan (EMP), Inter-Enterprise Mobility Plan (IEMP), mobility allowances, etc.

6.4 Communication

The organization (partnership) shall determine the requirements for internal and external communications that are relevant to the urban mobility project with collaborative management, including:

- on which subjects to communicate,
- when to communicate,
- with whom to communicate,
- how to communicate.

THE CASE OF THE COMMUTE PROJECT

In the COMMUTE project, the communication actions taken included:

- internal communications:
  - with the organizations, for their employees in order to raise awareness and support a change in mobility habits by co-creating a nudge (engaging communication),
  - between the partners,
- external communications:
  - with the interested parties (institutional communications),
  - with the press.

The resulting communication plans break down and specify the internal and external communication actions to be taken. These actions were subject to change throughout the project according to the assessment of needs. The urban authority managed WP 3 – Project communications, by taking and monitoring several actions:

- defining the global communication plan (internal and external),
- organizing:
  - the project kick-off event,
  - the “COMMUTE Day” event,
- creating:
  - a film presenting the COMMUTE project,
  - materials presenting the project in French and English,
  - a special page featuring the projects on social media (LinkedIn page),
  - a special page on the France Mobilités site,
  - a special page on the Toulouse Métropole and UIA sites,
  - a COMMUTE web site: www.projetcommute.fr,
  - a collaborative site to share documents, managed by the urban authority,
- participation and/or support of the partners in public events where the COMMUTE project is presented and promoted,
- definition and deployment of a graphic charter, with the creation of a COMMUTE logo,

- producing:
  - a project brochure,
  - posters and kakemonos,
  - promotional materials (goodies, pens, bags, etc.),
- management of relations with the press: press releases, press kits,
- organization of the project closure event and production of a film reviewing COMMUTE.

6.5 Documented information

6.5.1 General

The collaborative management of the organization's urban mobility project shall include:

- the documented information required by this frame of reference,
- the documented information the organization considers necessary for the effectiveness of the project for the collaborative management of the urban mobility project.

NOTE The extent of documented information for a project for the collaborative management of urban mobility can differ from one organization to another due to:

- the size of the organization (partnership), its areas of activity and its processes, products and services,
- the complexity of the processes and their interactions,
- the competence of the parties.

6.5.2 Creating and updating the documented information

When creating and updating shared information, the organization (partnership) shall ensure that:

- the identification and description of the documented information (e.g. title, date, author, reference number);
- the format (e.g. language, software version, graphics) and media (e.g. paper, electronic);
- the review (to determine the relevance and adequacy) and approval are appropriate.

A dedicated tool, such as a documentary platform managed by the project leader partner, shall be accessible online to all the partners. All the deliverables and presentations, and all the documents pertaining to meetings produced by the partners are stored there.

6.5.3 Control of documented information

The documented information required by the collaborative management of the urban mobility project and by this frame of reference shall be controlled to ensure:

- it is available and suitable for use, where and when it is needed;
- it is adequately protected (e.g. from loss of confidentiality, improper use, or loss of integrity).

For the control of documented information, the organization (partnership) shall perform the following activities, as applicable:

- distribution, access, retrieval and use;
- storage and protection, including preservation of readability;
- control of changes (e.g. version control);
- retention and disposal.

Documented information of external origin determined by the organization (partnership) to be necessary for the planning and operation of the collaborative management of the urban mobility project shall be identified, as appropriate, and controlled.

NOTE Access can imply a decision regarding the permission to view the documented information only, or the permission and authority to view and change the documented information.

6.5.4 Control of the data collected on the digital platform

The digital platform is a decision-support tool and a knowledge platform designed to support elected representatives and the mobility advisor with regard to the different levels of governance and action.

The role of this digital tool is to:

- provide “shared knowledge” in real time to all the stakeholders (local authorities, employers, employees) about the employees’ demand for mobility and the available supply, while taking environmental factors into account (congestion, the weather, special events, etc.);
- assess the potential for new actions, measure the impact of the actions taken and escalate the performance of a policy on the scale of a locality;
- support and guide the local authorities, the Mobility Authority, mobility advisors and elected representatives on the various levels of governance and action.

Decision-support tools, like the digital platform, shall be maintained and funded over time, because these tools can centralize and cross-reference information and guide the various players, while also allowing for the evaluation and iteration of actions, according to the potential and the actions already taken in the project.

“Mobility data” is a major factor of the control of mobility. The “digital platform” of a project for the collaborative management of mobility shall be integrated.

Since, by definition, the digital platform is shared, it is necessary to define, with the partners concerned, a model that guarantees the sharing and use of mobility data in the long term. This point is essential and shall be considered in advance. When operating in project mode with project sequences, and beyond:

- during the project, the question of players who see themselves in the roles of customers and providers of the services of the platform should be addressed, including the corresponding economic and contractual conditions beyond the project phase,
- right from the start of the project, under the terms of the specific agreement, the question of sharing data, the security and confidentiality policies of the partners, and of the GDPR (General Data Protection Regulation) should be addressed. For example, a digital tool shall demonstrate that the digitalization of the data is secure and protects privacy, while also allowing efficient and upgradable solutions to be defined.

THE CASE OF THE COMMUTE PROJECT

The various management charts of the digital platform are presented in Annex A of this frame of reference.

7 Operation

7.1 Operational planning and control

The organization (partnership) shall plan, implement and control the processes needed to meet requirements and to implement the actions determined in 6.1, by:

- establishing criteria for these processes,
- controlling these processes in accordance with the criteria, and
- keeping documented information to the extent necessary to be certain that the processes have been carried out as planned.

The organization (partnership) shall control planned changes and review the consequences of unplanned changes, taking action to mitigate any adverse effects, as necessary. The organization shall ensure that outsourced processes are controlled.

7.2 Duties of the project manager

The project manager shall act as the executive leader throughout the life cycle of the collaboration and enable effective deployment of the operational relationships process.

The project manager shall:

- guarantee the legality and proper performance of the project: administrative and financial oversight, organization of activities, risk management and mitigation, achievement of the objectives, together with the rest of the team,
- coordinate the organization’s (partnership’s) community of partners to ensure that the partners fulfil their commitments on time and submit their deliverables at the dedicated meetings.

The project manager:

- outlines the strategic aims of the project and provides the partners with a general framework and recommendations to achieve the objectives,
- provides the partners with a common reference guide to matters pertaining to the control of quality, deadlines and the budget. The project manager sets up appropriate control tools to measure the state of progress of the project and to achieve the objectives of the project defined collectively by the partners.

The project manager may receive assistance with the control, coordination and management of the project.

THE CASE OF THE COMMUTE PROJECT

In the COMMUTE project, the project manager acts as the intermediary between the partners and the permanent secretary of the UIA. The project manager performs the tasks assigned to them under the partnership agreement. In particular, the project manager:

- organizes and chairs the meetings of the steering and technical committees,
- writes and distributes the reports of the steering and technical committee meetings to the partners,
- consults all the partners concerned by a decision taken by the technical committee, either at the next steering committee meeting or in a written message.

The project manager reports to the permanent secretary of the UIA and remains the main and preferred point of contact for relationships with parties outside the project.

In addition, the project manager remains in regular contact with the managers of each WP in order to obtain information on the state of progress of the project or on problems encountered that could put the proper completion of the project at risk. The project manager can decide to convene a meeting of the technical committee at any time in order to hold discussions and draw up an action plan for an identified risk.

The project manager is assisted by a team or a project management consultant, who, in particular, is tasked with implementing the decisions taken by the steering committee and managing the project on a daily basis.

7.3 Creation of the operational governance structures

The organization (partnership) shall take measures related to governance that facilitate collaborative working and delegate the powers by which the participants are authorized to examine the potential value of collaboration by ensuring that:

- the quality or the philosophy of the relationships are defined, in keeping with the values and the purpose of the organization,
- the expected and acceptable attitudes and behaviours within the framework of the relationship are fully understood, in order to facilitate the required approach in terms of openness, trust and mutual respect between the potential participants and their groups of stakeholders.

Example of the means of extending collaborative mobility to include other interested parties: creation of a Local Urban Mobility Committee (LUMC).

The organization (partnership) shall create other collaborative governing bodies if they enable the project to be extended to other stakeholders and/or guarantee the long-term future of the project. Other major players may be involved in the initiative to strengthen its co-constructive approach, broaden its scope of action and heighten its impact. These stakeholders in the project (businesses, local authorities, users, citizens, associations, etc.) are called upon by the working groups and plenary meetings to voice their opinions and enter discussions with the partners, with a view to defining and implementing innovative solutions. These discussions are held in the so-called Local Urban Mobility Committee (LUMC).

This Local Urban Mobility Committee is the body that gives voice to the common opinions of all the local stakeholders (beyond the area of the project) on matters of mobility, in order to develop a shared vision.

The Mobility Authority can be considered as the governing body of this Local Urban Mobility Committee, because it has the means of turning recommendations into actions. Other types of organizations can also be tried out.

The local authorities can delegate powers regarding transport/mobility and assign the mission of the Mobility Authority to a specialized entity. In this case, the missions of the Mobility Authority should be made clear to the other players in order to position its role in the project ecosystem.

An Urban Mobility Committee charter shall be drawn up and signed by all the stakeholders in order to set up a Local Urban Mobility Committee. The template of this charter shown below proposes an example that specifies the conditions of membership of the stakeholders in the initiative for the collaborative management of mobility that could be used as a model.

The stakeholders

- CONSIDER that urban mobility, the reduction of the resultant emissions and, more broadly, the improvement of quality of life are important issues that should be taken into consideration in order to guarantee the sustainable development of the locality XXX.
- RECOGNIZE that the reduction of urban congestion is the fruit of a global and systemic approach that combines investment in transport and transport infrastructures and actions on urban development, and that it also demands behavioural changes in order to reduce the use of private cars and the corresponding nuisances and emissions.
- ADHERE to the principle of an experiment in the collaborative management of urban mobility proposed by the project XXX in order to hold discussions, receive all required forms of expertise, develop proposals of solutions and collectively test some of them that are selected by the project promoter. Consequently, they will sit on the Local Urban Mobility Committees that will be organized.
- SHOW MUTUAL RESPECT for one another, accept diverging points of view and adopt a positive and attentive attitude that is favourable to dialogue and the emergence of a panel of solutions. They show respect for the expert analyses made by the project promoter and the knowledge and expertise of each stakeholder.
- COMMIT to actively taking part in the process proposed by the project XXX. In the absence of any specific information stipulating any restrictions, any form of communication or solution published or proposed by a stakeholder, that is brought to the notice of the other stakeholders as part of the process, is in the public domain and can be used by project XXX without any restrictions whatsoever.

The promoter of project XXX

- COMMITS to respect the necessary plurality of representation of the stakeholders in the implementation of the collaborative management model of urban mobility, to take heed of every suggestion and to regularly review the state of progress of the work.

Example of a template for an urban mobility charter

Example of inter-enterprise mobility structures: Creation and monitoring of an Inter-Enterprise Mobility Plan (IEMP): feedback and the COMMUTE method (Annex B).

The coordination of home-work mobility between local employers lies at the heart of an urban mobility project dedicated to the home-work commute. It may have a different name from one country to another and is part of global discussions and initiatives:

- on a worldwide scale, in the UN's (United Nations) sustainable development goals master plan drawn up in 2015,
- on a European scale, as part of the SUMP (Sustainable Urban Mobility Plans) created in 2013,
- in France, the Inter-Enterprise Mobility Plan is optional, whereas the Employer Mobility Plan is compulsory for all enterprises with 50 employees that have not conducted the compulsory annual negotiations, in accordance with the French mobility directive law (LOM), since 2019.

The objectives of Inter-Enterprise Mobility Plan-type initiatives are described in Annex B – B.1.

A methodology for the creation of an Inter-Enterprise Mobility Plan can be found in Annex B – B.2.

EXAMPLE The governance system of the COMMUTE Inter-Enterprise Mobility Plan is presented below.

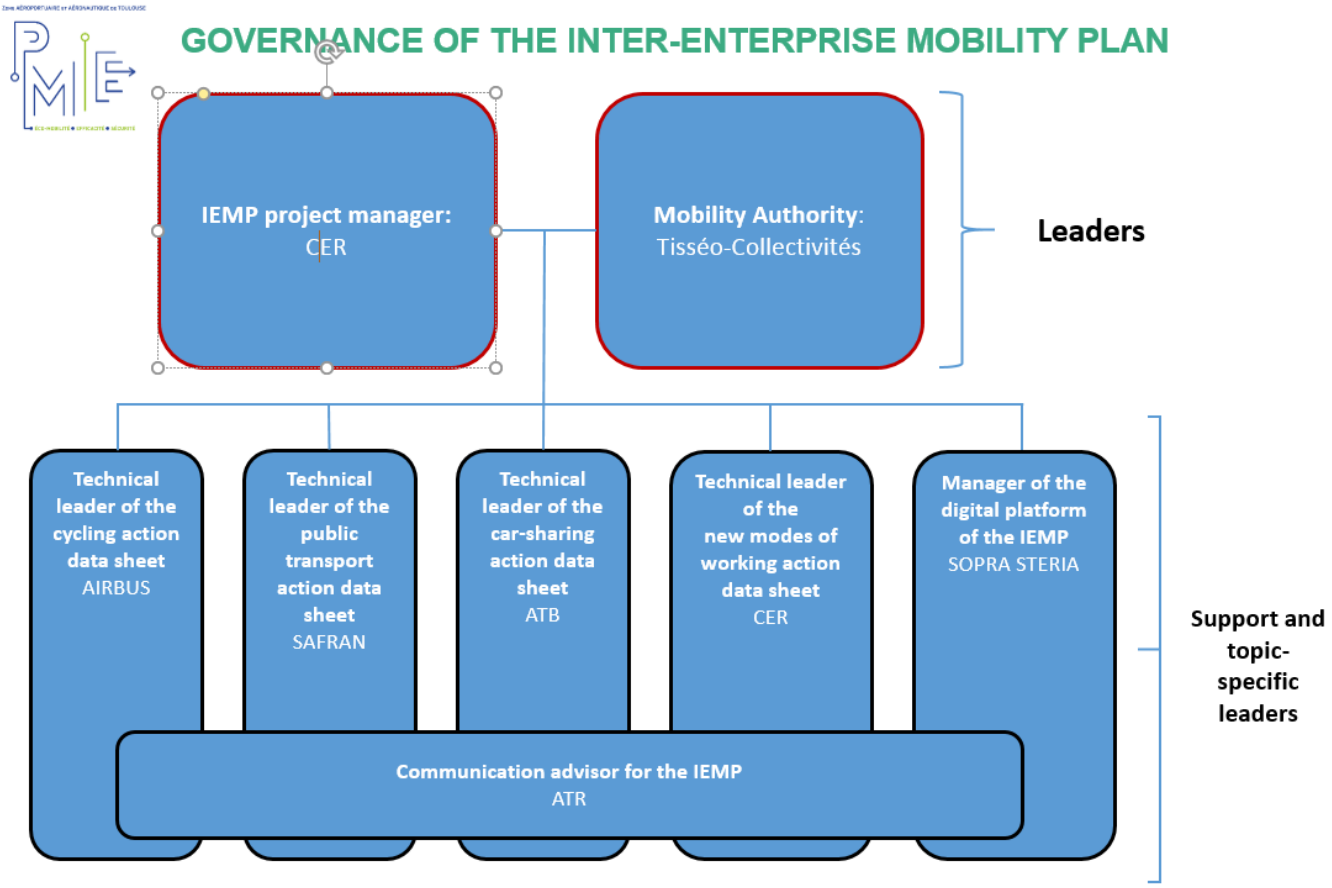


Figure 7 — Example of the COMMUTE Inter-Enterprise Mobility Plan

In the Inter-Enterprise Mobility Plan, each mode of transport has an action data sheet, drawn up by a dedicated working group, that is used to:

- describe the activity and its scope,
- analyse any changes in the environment,
- define the objectives,
- set up quantitative and qualitative monitoring indicators,
- define the stakeholders and their respective roles,
- define the actions of the stakeholders.

The three experiments conducted as part of the COMMUTE project are described in the annexes:

- Car-pooling (Annex C),
- Cycling (Annex D),
- New modes of working (Annex E).

8 Performance evaluation

8.1 Monitoring, measurement, analysis and evaluation

The organization (partnership) shall determine:

- what needs to be monitored and measured,
- the methods of monitoring, measurement, analysis and evaluation, as applicable, to ensure valid results,
- when the monitoring and measuring shall be performed,
- and when the monitoring and measurement results shall be analysed and evaluated.

The organization (partnership) shall retain appropriate documented information as evidence of the results.

It shall evaluate the performance of the collaborative relationships and the effectiveness of the collaborative management of the urban mobility project.

NOTE In the management of a project with European funding, evaluation Work Packages may be created to measure the impact of each action on the available budget.

It is important to make sure that the economic model is a success.

A project evaluation table may be created for this purpose.

8.2 Cost/benefit analysis (CBA)

The purpose of the cost/benefit analysis is to evaluate the effects of the project and to highlight the distributive effects between all the players in the defined area. This analysis evaluates the investments and actions that take account of all the costs and advantages produced, expressed in monetary terms. It is important to note that the collection of data determines the reliability of the cost/benefit analysis.

This analysis takes account of the variations in the parameters and assumptions that may occur in the course of the project.

The cost/benefit analysis of the project is conducted as follows:

- definition of the context:
  - scenarios considered,
  - geographic zone,

- groups concerned,
- period subject to analysis,

— description of the methodology used:

- scenarios considered,
- definition of the CBA,
- data used,

— production of a summary including:

- CBA of each concrete action taken thanks to the project,
- CBA of the Inter-Enterprise Mobility Plan,
- CBA of the collaborative governance,
- in order to produce a global CBA.

THE CASE OF THE COMMUTE PROJECT

The establishment of collaborative governance between the public and private partners was at the very heart of the COMMUTE project. It allowed a broad range of actions to be taken, such as car-pooling, the use of bicycles, Inter-Enterprise Mobility Plans, Action Plans to raise awareness and support changes in mobility and the creation of a digital platform. Therefore, this analysis is based on the various CBAs conducted for all the following actions, in order to determine their net present value (NPV):

- car-pooling,
- cycling,
- Inter-Enterprise Mobility Plan,
- digital platform,
- collaborative governance.

If the CBA of the collaborative governance reveals significant benefits, these benefits are distributed in the global CBA between the actions that it optimized, a method that can produce a negative NPV (see Figure 8).

The CBA of the COMMUTE project highlights the viability and the socio-economic benefits of the experiments conducted. It demonstrates that the project proposes an effective framework for actions in similar initiatives, on the scale of the conurbation or in other districts.

NOTE The cost/benefit analysis was conducted in accordance with the guidelines of the European Commission and of the standard ISO 14007.

Actions		Amount (in €)
Car-pooling	Cost	4,757,927
	Benefits	43,817,904
	NPV	**39,059,977**
	Of which, due to the IEMP	*1,207,044*
	Of which, due to the digital platform	*2,568 493*
IEMP	Cost	509,396
	Benefits *(excluding improvements in car-pooling and cycling)*	984,522
	NPV	**475,125**
	Of which, due to the digital platform	*221,794*
Cycling	Cost	3,251,435
	Benefits	12,465,210
	NPV	**9,213,775**
	Of which, due to the IEMP	*71,724*
	Of which, due to the digital platform	*1,165,456*
Digital platform	Cost	1,920,886
	Benefits *(excluding improvements in car-pooling, the IEMP and cycling)*	1,987,904
	NPV	**64,132**
Collaborative governance	Cost	1,598,457
	NPV	61,598,457
NPV of the COMMUTE project		**47,214,553**

Figure 8 — Example of summary table of the costs and benefits of the COMMUTE project

8.3 Management review

Top management shall review the organization's collaborative mobility management project, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness.

The management review shall take into consideration:

- the state of progress of actions decided further to previous management reviews;
- changes in external and internal issues that are relevant to the collaborative urban mobility management project;
- information on the performance of the collaborative mobility management, including trends in:
  - nonconformities and corrective actions,
  - monitoring and measurement results,
- opportunities for continual improvement.

The outputs of the management review shall include decisions related to continual improvement opportunities and any need for changes to the project for the collaborative management of urban mobility.

The organization shall retain documented information as evidence of the results of management reviews.

THE CASE OF THE COMMUTE PROJECT

An evaluation of the COMMUTE project was conducted. This evaluation was organized in:

- two parts:
  - an evaluation of the effectiveness of the experiments and of the effects of the action plans,
  - an evaluation of factors related to project governance,
- and in three stages:
  - an evaluation of the initial situation (initial state and objectives set), including an analysis of the added value,
  - a mid-project evaluation (analysis of the first effects of the action plan) that produced recommendations to improve the effectiveness of the COMMUTE project,
  - a final evaluation (evaluation of the action plan and project review) that drew up the final balance of the COMMUTE project.

The evaluation of the initial situation defined the framework of the evaluation of the project, outlined the scope and the baseline situation, analysed the available data and compared it with the objectives in order to define the key performance indicators (KPI) and, then, to establish the evaluation methodology. The evaluation covered both the experiments and the collaborative management system, so that the individual and joint impacts of these measures could be measured.

The mid-project evaluation made recommendations in order to maintain or improve positive dynamics and to correct or limit negative dynamics. The results of the mobility surveys conducted as part of the mid-project evaluation can be found in Annex F of this frame of reference.

The final evaluation was written at the end of the project and took account of the points of view of the various stakeholders, and of the employees who took part in the experiments in particular. The goal was to produce a quantitative and qualitative review of the project.

The objective of this scheduled project evaluation was to identify the key factors that will help to maintain these activities in the airport and aeronautical area and to replicate these practices elsewhere, with other stakeholders.

9 Improvement

9.1 Nonconformity and corrective action

When a nonconformity occurs, including nonconformities related to grievances, the organization (partnership) shall:

- react to the nonconformity and, if necessary:
  - take action to control and correct it;
  - deal with the consequences;
- evaluate the need for action to eliminate the cause(s) of the nonconformity, in order that it does not recur or occur elsewhere, by:
  - reviewing and analysing the nonconformity;
  - determining and analysing the causes of the nonconformity;
  - determining whether similar nonconformities exist, or could potentially occur;
- taking any action needed;
- reviewing the effectiveness of any corrective action taken;
- updating the risks and opportunities determined in the planning stage, if necessary;
- if necessary, modifying the collaborative management of urban mobility.

Corrective actions shall be appropriate to the effects of the nonconformities encountered.

The organization (partnership) shall retain documented information as evidence:

- the nature of the nonconformities and any subsequent actions taken;
- the results of any corrective action.

9.2 Continual improvement

The organization (partnership) shall continually improve the suitability, adequacy and effectiveness of the project for the collaborative management of urban mobility.

The organization (partnership) shall take account of the results of the analysis and the evaluation and the outputs from the management review to determine whether there are any needs or opportunities to be considered for continual improvement.

Annex A
(informative)

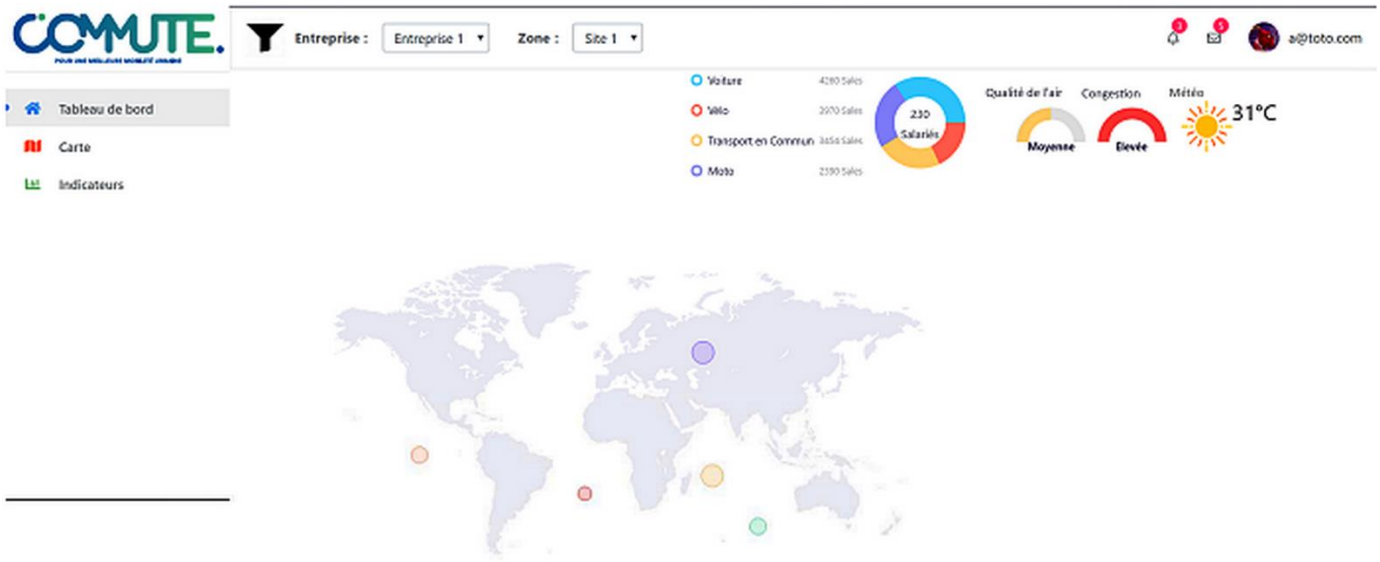
Digital platform[2]

A.1 Templates of digital platform dashboards

The first step was to prototype the dashboards by defining their templates. These templates were defined by Sopra Steria and shared with the other partners of the COMMUTE project. They are not definitive and can evolve during the project.

A.1.1 First template of the main dashboard

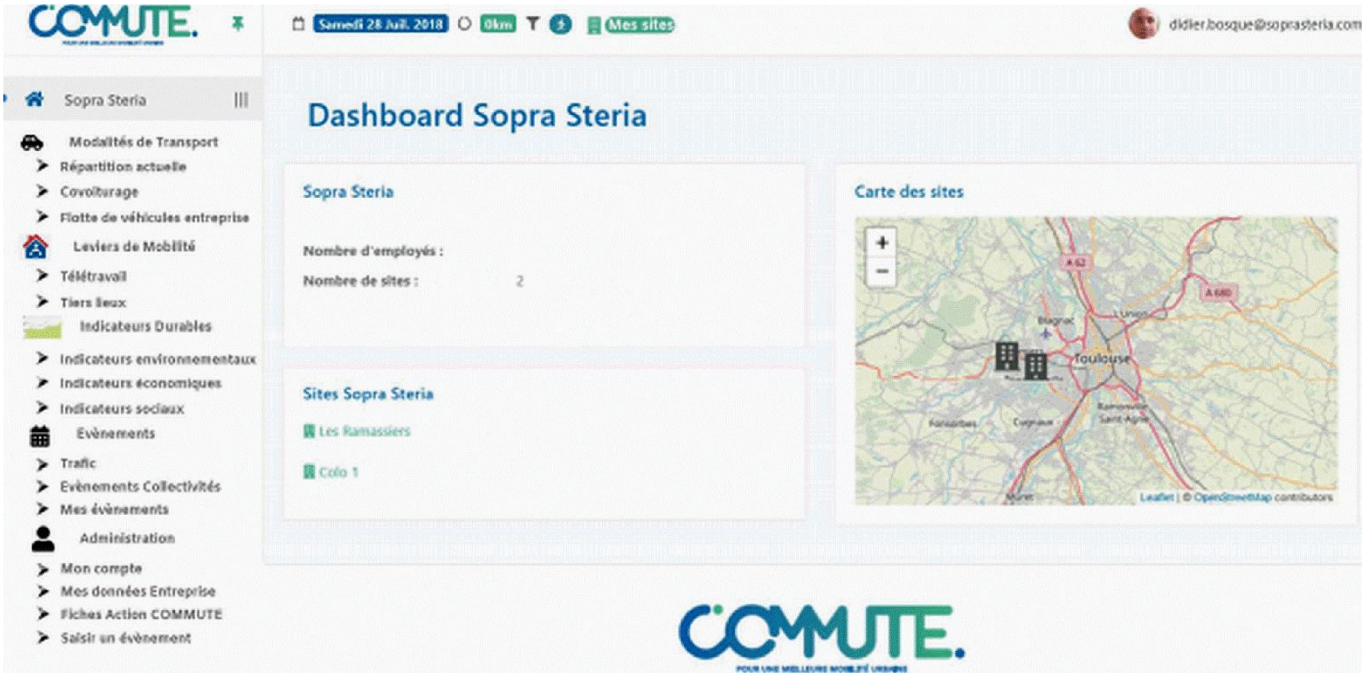
The first step was to define the global look of the dashboards.



[2] Deliverable D5.4.1-2-4 *Dashboards.*

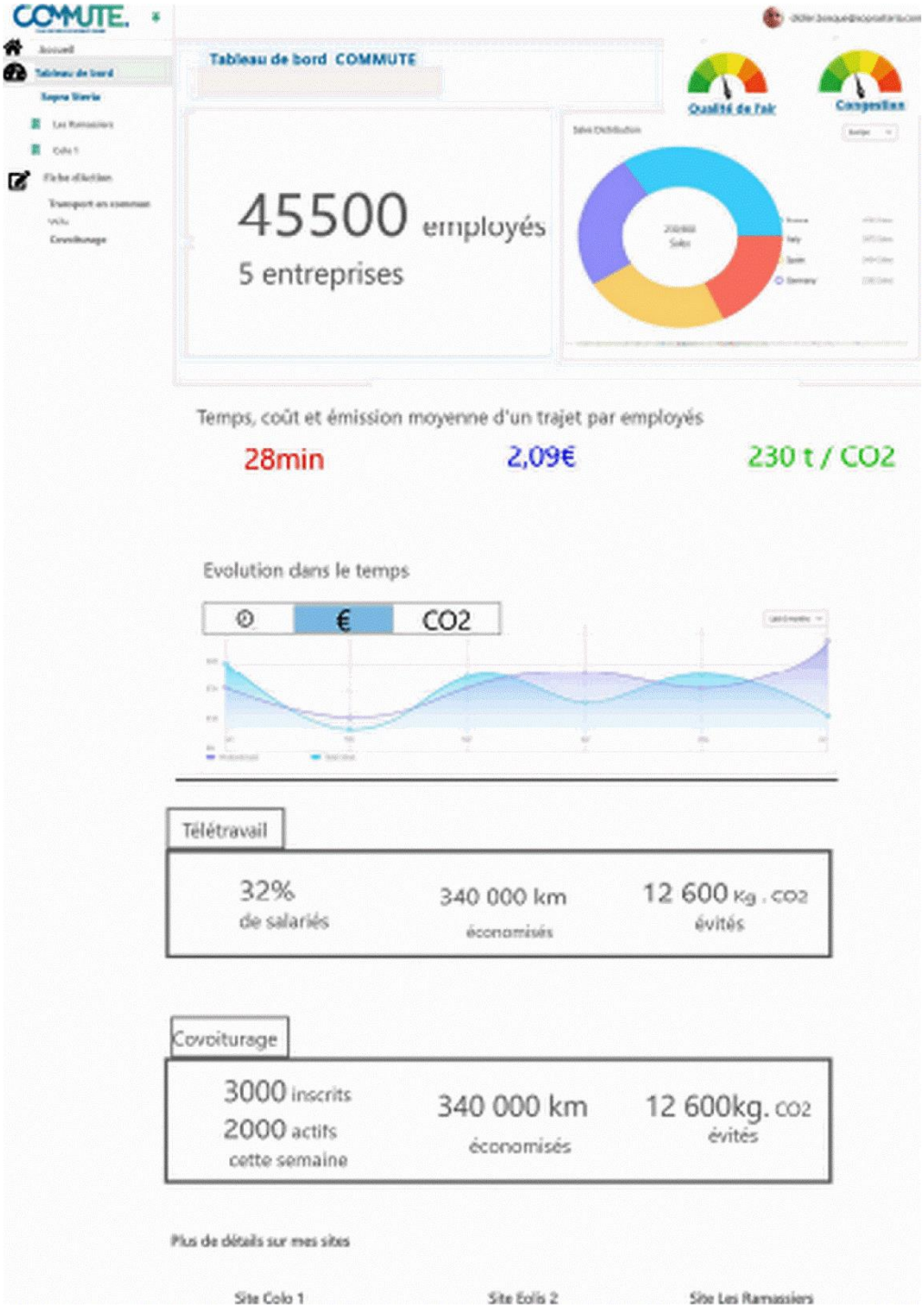
A.1.2 Menu entries

In the second step, we defined the global navigation between the dashboards with a tree menu on the left of the page.



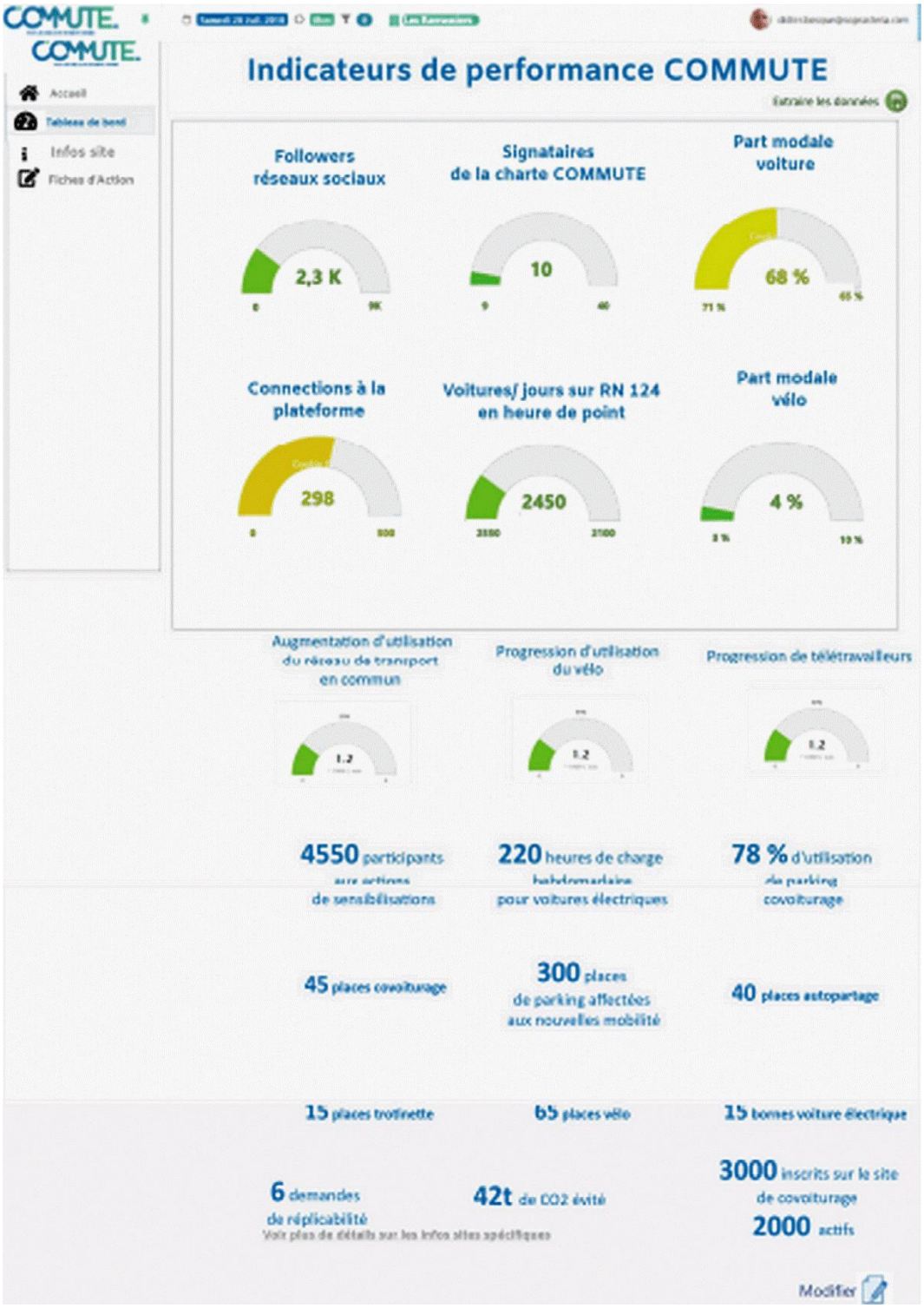
A.1.3 Detailed company view – first version

The goal of this view is to show the modes of employees to a company, and the impact of their mobility (time, cost and pollution).



A.1.4 Global COMMUTE KPIs

This dashboard will display the global KPIs of the project and their achievement.

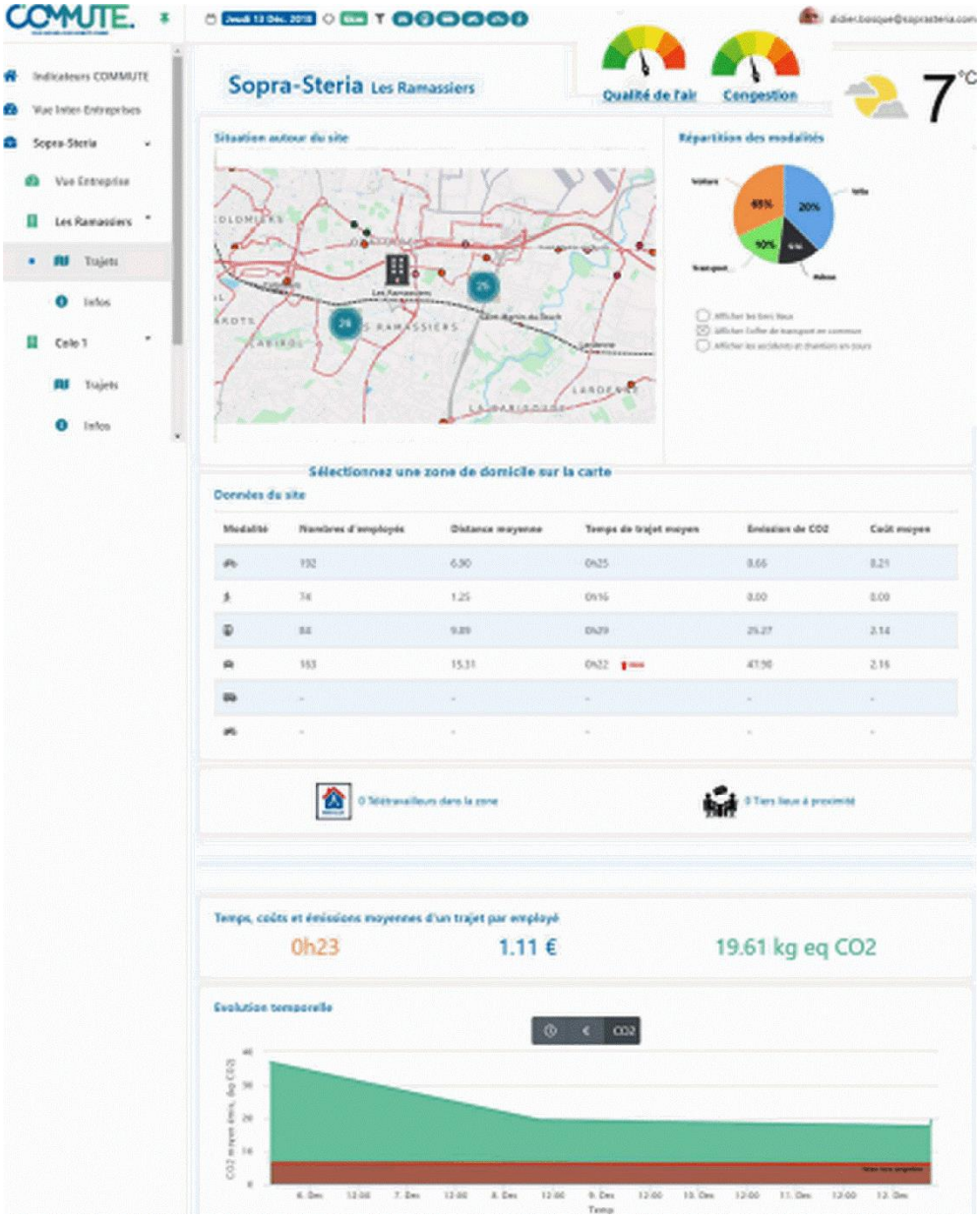


A.1.5 Company KPIs

This dashboard will display the KPIs monitored by each company involved in the project.

A.1.6 Detailed company view – second version

We added a geographic representation of the employee mobility flows and information on the factors influencing the traffic (like weather or pollution) to the company view.



Annex B
(informative)

Inter-enterprise mobility plan of the COMMUTE project

B.1 The purpose of the Inter-Enterprise Mobility Plan (IEMP) is to facilitate and share the governance and action prioritization workload within the defined geographic boundaries, in terms of different initiatives:

- social: QLW (Quality of Life at Work), CSR (Corporate Social Responsibility) and HSE (Health, Safety and Environment),
- mobility: limit congestion on the roads leading to the geographic area covered by the project by implementing an innovative policy to develop new mobility services and their infrastructures,
- the environment: protect the air quality and the quality of life of the residents and employees in the geographic area covered by the project,
- economic appeal: optimize a strong economic dynamic in the employment area by taking actions related to mobility (reducing congestion, adapting the infrastructures and transport offer and supporting changes in the demand for mobility by changing habits).

B.2 The implementation of an IEMP in the enterprises involves signing a charter, an HR advisor, a CSR/QLW advisor, a mobility advisor and a communication advisor to provide behavioural and social support for the change of everyday mobility habits.

The IEMP is the interface between the Businesses, the Mobility Authority and the Local Authorities. It identifies and pools the needs and submits them to the technical decision-making bodies.

B.2.1 The COMMUTE IEMP was executed with:

- a public/private collaborative mobility management project,
- a digital tool (digital platform) to support decision-making and the governance of urban mobility. Users are at the heart of this digital tool. Their behaviours are escalated and analysed by the decision-maker (local authorities and employers) in order to propose appropriate alternative modes to employees and to incite them to use these modes more efficiently,
- an experiment of new modes of working and new mobility services,
- an evaluation and distribution.

Most importantly, the IEMP federates and engages all the players in the project's catchment area in an approach that includes every business, irrespective of its size. The IEMP is a general framework for discussion, decisions and the definition of experiments intended to increase the share of alternatives to private cars. By grouping enterprises together, the number of employees concerned increases, creating a collective framework and a more strategic dimension to the project. The IEMP offers advantages that are shared between the public and private players, enabling:

- a shared vision of the locality and its players, resources and the issues at stake,
- a better understanding of each player's role,
- the sharing and identification of the initiatives and the successes that help to raise awareness of the needs,
- a limited number of points of contact for the Mobility Authority,
- the exercise of influence on the local authority's decisions related to development and transport,
- the optimization of the action plan and the control of its implementation:
  - coordinated actions for stronger local cohesion,
  - the planning of infrastructures and shared services,
- transverse communication between employees, the enterprise and local authorities.

B.2.2 The following methodology is used to manage the IEMP:

- identification of the project manager and the project leader,
- local analysis initiative:
  - of area(s) of economic activity with similar approaches to mobility,
  - local diagnostic: understanding of how the sector of employment functions,
  - collection of data on the infrastructures and traffic,
  - mapping out of employees' work-related travel (analyses of the mobility surveys),
  - economic analysis of the locality,
  - mobility survey of the employees,
  - action data sheets,
  - delivery of the diagnostic and recommended actions,
- study of the mobility needs of employers in the employment area,
- definition and prioritization of the action plan,
- benchmark,
- deployment strategy,

— implementation of the budgeted action plan and definition of the monitoring indicators,

— promotional activities,

— communication throughout the deployment of the methodology.

NOTE The IEMP can be deployed in an employment area. In the COMMUTE project, the IEMP was developed on the basis of a local diagnostic of the airport area in order to understand the local issues (number of inhabitants, local economy, etc.).

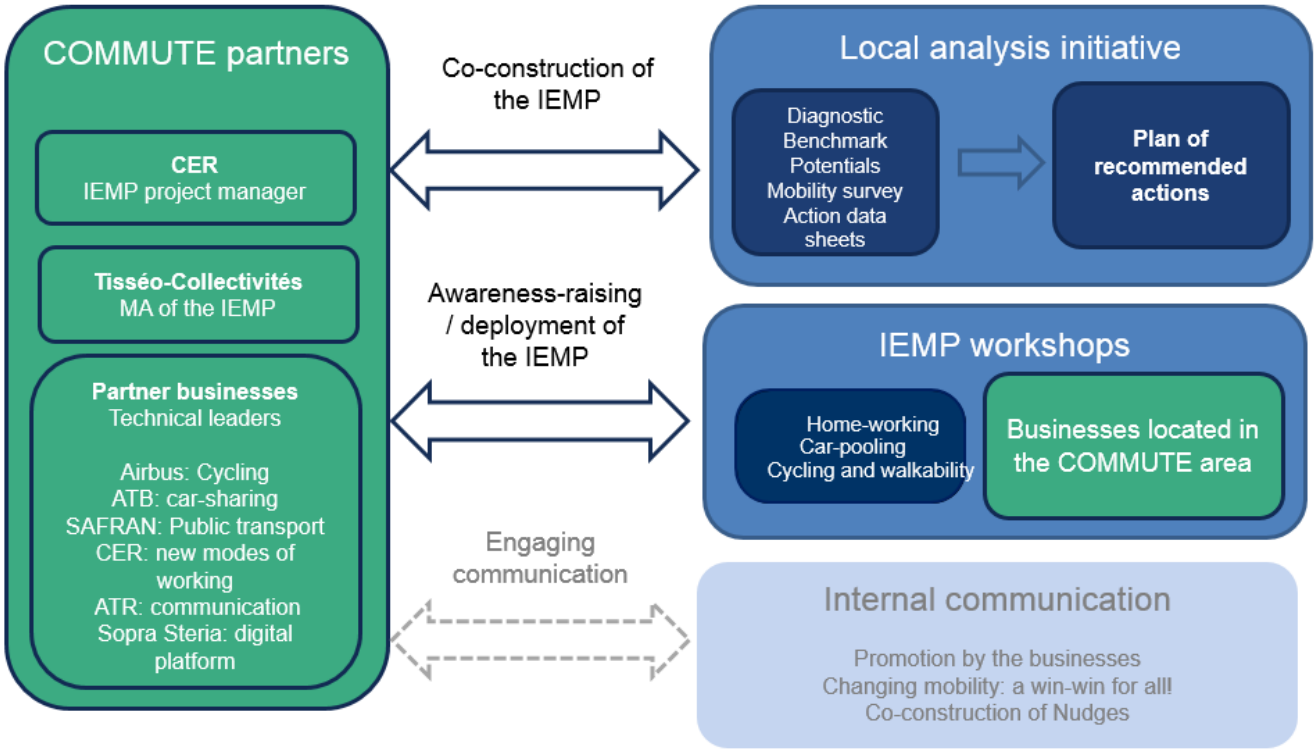


Figure B.1 — Example of the COMMUTE IEMP

NOTE For more information on the management plan of relationships, needs and risks and on the management team in a governance process like the IEMP, see ISO 44001, *Collaborative business relationship management systems — Requirements and framework* and ISO 44002, *Collaborative business relationship management systems — Guidelines on the implementation of ISO 44001.*

B.2.3 The role of the leader of the IEMP is described below:

- implementation of the methodology of the IEMP,
- identification, coordination and monitoring of the actions to be taken with the various participants,
- federating the local businesses and pooling their needs,
- chairing inter-enterprise meetings, theme-based collaborative workshops and events,
- co-organization of the steering committee meetings and writing the reports (three per year),
- co-organization of the technical committee meetings to track the studies and writing the reports (four to five per year),
- distribution and input of best practices,
- contract management and oversight,
- study of the mobility needs of employers in the employment area, definition and prioritization of the action plan and of the benchmark,
- creation and implementation of the deployment strategy,
- implementation of the budgeted action plan and definition of the monitoring indicators,
- communication throughout the deployment of the methodology.

NOTE The question of the funding of the Inter-Enterprise Mobility Plan shall be addressed during the project. The following should be distinguished:

- The funding of the development of the Inter-Enterprise Mobility Plan with funds provided by the businesses or by a European programme, for example,
- The funding required to implement the action plan, with a distinction between what is funded by the business and what is funded by the local authorities, according to their scopes of competence.

B.2.4 The role of the Mobility Authority in support of the leader of the IEMP is described below:

- support with the implementation of the governance of the IEMP,
- representing the institutional decision-makers (politicians, technical departments) for the operational implementation of the planning documents in the locality concerned,
- methodological and strategic input: definition of additional studies to be conducted, help with the definition of the scope, sharing of information on the businesses engaged in the mobility projects,
- assistance with the mobility diagnostic and surveys,
- co-organization of the steering committee meetings and writing the reports (three per year),
- co-organization of the technical committee meetings to track the studies and writing the reports (four to five per year),
- study of the deployment of the offers,

- contacts with the network of mobility advisors in other regions,
- input of best practices,
- support with the implementation of the evaluation indicators.

B.2.5 The role of the businesses, as promoters of actions, in the IEMP is described below:

- commitment of top management,
- appointment of a project manager,
- appointment of a mobility advisor, a CSR/QLW advisor and a communication advisor per site in order to facilitate the collection of useful data (HR, the number of infrastructures, etc.) and to coordinate the general services, HR, internal communications and CSR,
- creation of an internal communication plan,
- sharing of issues, taking actions and evaluating the actions,
- use and sharing of feedback.

NOTE The definition of an Employer Mobility Plan is a prerequisite of the deployment of an Inter-Enterprise Mobility Plan.

Annex C
(informative)

Action data sheet: Car-pooling

C.1 Description

Car-pooling was the first work subject and the first experiment in the project. The purpose of car-pooling was to address the following points within the geographic scope of the project:

- evaluate and demonstrate the relevance of a car-pooling offer to the home-work commute:
  - a service provider specialized in car-pooling for the home-work commute,
  - an efficient mobile application that overcomes all the psychological obstacles specific to this mode of mobility,
- create a critical mass, which is a key factor of the impact and the success of a car-pooling offer,
- assess the impact of car-pooling on travel to the points of access to the public transport network,
- understand, map out and monitor the various initiatives and visions regarding the supply of a car-pooling offer in the locality and its target (employees, residents, etc.) of the:
  - Regional authority,
  - Local authority,
  - City authority,
  - Mobility authority,
  - State – specific study of the state of the art in car-pooling (related to the uncertainty surrounding the support for car-pooling),
  - car-pooling operators,
  - specific car-pooling services,
- share a common short-term vision for a more efficient move to car-pooling and achieve convergence in view of the results achieved by the various initiatives,
- promote car-pooling specifically for the home-work commute in order to change perceptions of car-pooling and to organize collaborative reflections on how to encourage the use of this mode of transport,
- understand and evaluate the social impacts and the impacts on health, quality of life and the environment, etc.
- understand the obstacles and the reasons for the use of car-pooling by employees.

C.2 Scope

This action is fully integrated in the Inter-Enterprise Mobility Plan, but is also part of a range of “actions” that extends far beyond the scope of the project:

- in relation to where the employees live,
- in relation to other sites of economic activity that interact with the site of the project,
- upstream of congestion.

C.3 Changes in the environment

The following parameters and environmental factors shall be taken into consideration when launching the action related to car-pooling:

- the highway code, the impact of the French LOM law (mobility allowances, including car-pooling),
- the map of car-pooling spots, where car-poolers meet and that are open to all operators, and car-pooling car parks in the district and the localities,
- incentives for car-pooling: reserved parking spaces, introduction of mobility allowances, etc.,
- the local authority’s master plan for the creation of car-pooling spots,
- creation of car-pooling spots by the regional authority and a guide to the creation of car-pooling car parks,
- Vinci Autoroutes development plan.

C.4 Definition of the objectives

The deployment of car-pooling has two major objectives:

- to increase the use of car-pooling for work-related travel (home-work commute, etc.),
- to define and share the key factors of the success or the failure of initiatives and collect feedback: (mobile tool, communication actions, critical mass, etc.).

C.5 Setting up quantitative and qualitative monitoring indicators

The project working group shall set up the following quantitative indicators in order to monitor the effects of the actions taken:

Indicators	Initial	Potential	Final objective	Panel	Source
*Number of registered users					
*Share of car-pooling in the home-work commute					
*Number of trips on offer					
*Number of connected users					
*Number of km of car-pooling					
*Number of transported persons					
*Quantity of CO2 emissions avoided					
*Number of available parking spaces					
*Actions taken in favour of car-pooling (promotion)					
*Cost savings per person					
*Number of car-pool trips					
*Public facilities (car-pooling spots)					
*Allocated budget					
*Number of car-poolers who do not use the application					
Indicators regarding other experiments and operators Number of registered users Number of active users Number of car-pools					
*The indicators on this data sheet are taken from the panel of COMMUTE indicators, from the service provider who took part in the experiment in the area and from operators in the area.					

The project working group shall set up the following quantitative indicators in order to monitor the effects of the actions taken:

- reduction of pollution,
- reduction of stress,
- increase of social ties,
- reduction of travelling time/constancy of the travelling time,
- reduction of the number of cars on the roads,
- improvement of road safety and reduction of accidents.

C.6 Definition of the stakeholders and their respective roles

The stakeholders and their respective roles shall be defined in the following table:

Name of the stakeholder	Contact details	Role

C.7 Actions of the stakeholders

The actions of the stakeholders shall be broken down by topic and scheduled in the following table:

Action	Topic	Action	Owner	Stakeholders	Budget €K	Target date
1	Infrastructure	Experiment with a lane for car-poolers and public transport only				
2	Infrastructure	Organization of car-pooling in multi-modal connection hubs				
3	Infrastructure	Spaces for car-pooling in businesses				
4	Infrastructure	Spaces for car-pooling in the town				
5	Incentives	Special Vinci motorway tolls				
6	Communication and promotion	Inter-enterprise challenge and promotional events				
7	Communication	Campaign to encourage car-pooling				
8	Communication	Present and promote the car-pooling service				

C.8 Definition of the schedule

The provisional schedule of this action shall be defined in detail as follows:

	20XX	20XX											20XX	20XX
	12	1	2	3	4	5	6	7	8	9	10	11	12		
Draft data sheet															
Approval of the data sheet															
Working meeting with the stakeholders															
Approval of the actions															
Inclusion in the master plan															
Finding the budget															
Implementation															

C.9 Risk identification and assessment

The risks for this action shall be identified as follows:

Name	Low/medium/high occurrence	Low/medium/high impact
Divergences between the initiatives that prevent the critical mass from being reached		
Failure to make use of spontaneous car-poolers		
Others. To be defined		

C.10 Budget of the action

It is necessary to specify whether this action receives financial support from the businesses in the area.

	Local authorities				Businesses				Others
ACTION	State	District authority	Mobility authority	Local authorities	Business A	Business B	Business C	etc.	Business Z
		€	€	€					

Annex D
(informative)

Action data sheet: Cycling

D.1 Description

Travel by soft modes of mobility is to be taken into consideration. Every time employees make the home-work commute by bicycle, they help to reduce the use of motorized and individual vehicles in the geographic scope of the project.

Cycling is a mode belonging to the Inter-Enterprise Mobility Plan and provides input for the conurbation's cycling master plan. The purpose of this description is to scope the actions to be taken within the geographic scope of the project in order to meet the following objectives:

- organize collaborative discussions to encourage cycling,
- take a series of actions to encourage the use of bicycles,
- support the public mobility policies, as described in the 2020.2025.2030 mobility project, which constitutes the master plan, or in other related plans (plans to support modal switches, cycling master plans, etc.),
- support economic growth through improved access from localities neighbouring the project area and from localities located less than 10 to 15 km from the project area that are readily accessible by bicycle.

D.2 Scope

The entity should (or is advised to) produce a graphic representation of the scope of its actions.

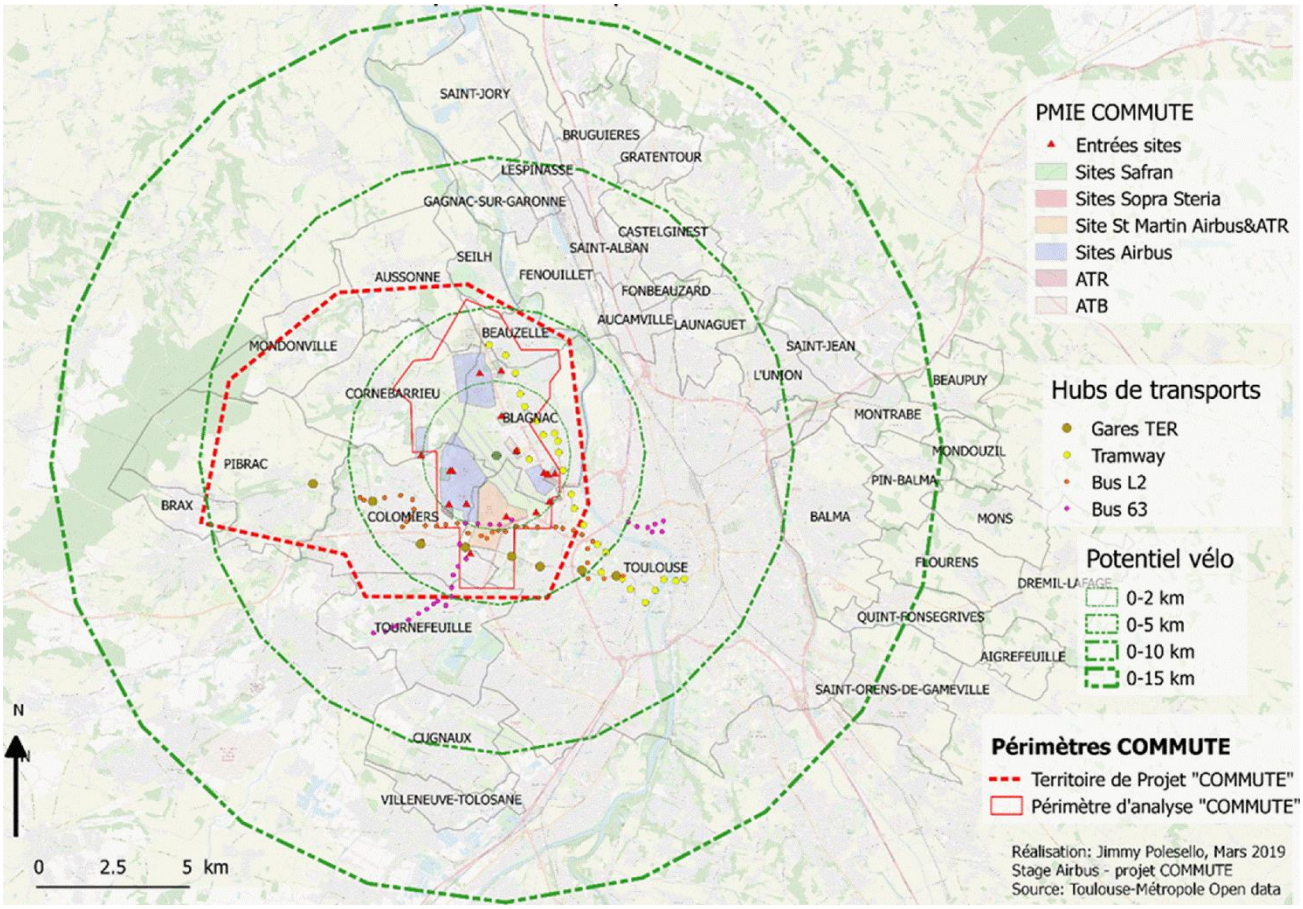


Figure D.1 — Example of the potential for cycling within the scope of the COMMUTE Inter-Enterprise Mobility Plan

Français	Anglais
PMIE COMMUTE	COMMUTE inter-enterprise mobility plan
Entrées sites	Site entrances
Sites Safran	SAFRAN sites
Sites Sopra Steria	Sopra Steria sites
Sites St Martin Airbus&ATR	Airbus & ATR St Martin sites
Sites Airbus	Airbus sites
ATR	ATR
ATB	ATB
Hubs de transports	Transport hubs
Gares TER	Railway stations
Tramway	Tramway
Bus L2	Bus L2
Bus 63	Bus 63
Potentiel vélo	Cycling potential
0-2 km	0-2 km
0-5 km	0-5 km

0-10 km	0-10 km
0-15 km	0-15 km
Périmètres COMMUTE	COMMUTE boundaries
Territoire de projet « COMMUTE »	Geographic scope of the COMMUTE project
Périmètre d'analyse « COMMUTE »	Scope of the COMMUTE analysis
Réalisation : Jimmy Polesello, Mars 2019	Produced by: Jimmy Polesello, March 2019
Stage Airbus – projet COMMUTE	Airbus intern – COMMUTE project
Source : Toulouse-Métropole Open data	Source: Toulouse-Métropole Open data

D.3 Changes in the environment

- The French Transport Code, the French law on domestic travel (LOTI) and the future LOM law,
- the government's plan to encourage cycling,
- the cycling master plan of the conurbation (SDCA),
- the city authority's master plan,
- recommendations by the State environmental, sustainable development and mobility agencies (ADEME and CEREMA),
- the French law on air and the rational use of energy (LAURE), consideration of active modes of renovation or creation.

D.4 Definition of the objectives

The main objectives are to:

- increase the use of bicycles for work-related travel (home-work commute and business trips),
- develop cycling paths and make them safe,
- provide better facilities for cyclists in businesses (bicycle parks, showers, bicycle paths, etc.),
- develop an offer of services for cyclists (rental, maintenance, training, advice, communication, etc.),
- improve the consistency between the different plans of local authorities for soft modes of mobility,
- incorporate the needs of the airport area in the cycling master plan of the conurbation under preparation.

D.5 Setting up quantitative and qualitative monitoring indicators

The indicators used to track the achievement of the objectives are mainly taken from the panel of project indicators and consolidated in the area covered by the Inter-Enterprise Mobility Plan of the project. The table below gives some examples of indicators:

Indicators	Initial	Potential	Final objective	Panel	Source
Share of the cycling mode (% of employees, number of cyclists)					
Potential for cycling (% of employees, number of cyclists, etc.)					
Facilities at the business (number of changing rooms, showers, parking spaces for bicycles, repair stations, covered bicycle parks, etc.)					
Public facilities within the geographic scope of the project (number of kilometres of bicycle paths, maintenance points, etc.)					
Safety within the geographic scope of the project (number of accident black spots on the routes, of reported accidents, of interruptions in the bicycle paths, etc.)					
Training and awareness-raising (number of actions, “getting started” kits, etc.)					
Information and communication (number of actions)					

Indicators	Initial	Potential	Final objective	Panel	Source
Rental of conventional and electric bicycles (number of renters, rental services, etc., in the area)					
Allocated budget (by the businesses, public entities of the city and local authorities)					
Pollution (estimated reduction of greenhouse gas emissions, etc.)					

The project working group set up the following qualitative indicators in order to monitor the effects of the actions taken:

- improvements in health/physical fitness,
- reductions in stress due to congestion on the roads,
- improvement of infrastructures (quality of surfaces, markings),
- reduction of the atmospheric pollution caused by motor-driven vehicles,
- reduction of travelling time/constancy of the travelling time,
- improvements in the safety of the networks and reduction of accidents in the area.

D.6 Definition of the stakeholders and their respective roles

Type of stakeholder	Contact details	Role

D.7 Actions of the stakeholders

Action	Topic	Action	Owner	Stakeholders	Budget €K	Target date
1	Governance	Collect the needs of the stakeholders and develop a cycling master plan that, in each locality in the area: – provides input for the plans to support modal switches for the cycling network infrastructures, – defines the services that are necessary for cycling.				
2	Infrastructure	The current network of bicycle paths in the area: address any roadblocks, facilitate the continuity of the network and bring the existing network up to standard.				
3	Infrastructure	The future network of bicycle paths in the zone: create new facilities on the network of bicycle paths and facilitate the continuity of the network.				
4	Service	Evaluate/deploy a self-service system for means of mobility within the geographic scope of the project for short trips (electric and conventional bicycles, scooters, electric scooters, etc., to be defined according to the distances to be covered) that will connect the transport hubs to the main industrial sites.				
5	Service	Produce a “getting started” pack in the form of a mobile exhibit that covers the following topics: – theoretical and practical training in cycling, – raising awareness of accident prevention and road safety, – information on the recommended bicycle routes,				

Action	Topic	Action	Owner	Stakeholders	Budget €K	Target date
		– advice on equipment.				
6	Service	In the project area, creation of a mobile outlet, along the lines of a "Bike House" association, that provides the following services: – routine maintenance and servicing, – information and advice, – demonstrations of accessories and equipment, – medium- and long-term rental of means of mobility.				
7	Service	For electric bicycles, develop a system of aids for buying, long-term leasing or hire-purchase for employees.				
8	Communication	Define and deploy a communication plan designed to promote cycling.				
9	HR	Impact study of the financial incentives, cycling mileage allowances, etc.				
10	Service HR	Conduct an experiment with a smartphone application offering the following services: – "Pedal evidence" for the payment of the mobility allowance (compliant with the GDPR). – Data on usage for the partner businesses. – Data on usage of the bicycle routes for the local authorities.				

D.8 Definition of the schedule

	20XX	20XX											20XX
	12	1	2	3	4	5	6	7	8	9	10	11	12	
Draft data sheet														
Approval of the data sheet														
Working meeting with the stakeholders														
Approval of the actions														
Incorporation in the cycling master plan of the conurbation														
Finding the budget														
Selection of the service providers														
Implementation														

D.9 Risk identification and assessment

Name	Low/medium/high occurrence	Low/medium/high impact
Alignment of the top-down initiatives (plans to support modal switches, cycling master plan of the conurbation, etc.) with the bottom-up initiative (the collaborative management of the project)		
Effectiveness of the collaborative initiative in terms of the inclusion of new stakeholders in the project		
Demarcation of the geographic scope in order to maximize effectiveness		
Coherence of the action plan and budget		
Others. To be defined		

D.10 Budget of the action

	Local authorities			Businesses				Others
ACTION	District authority	Mobility authority	Local authorities	Business A	Business B	Business C	etc.	Business Z
	€	€	€	€	€	€		

Annex E
(informative)

Action data sheet: New modes of working

E.1 Description

New working modes include working from home, modulated/staggered working hours, working in co-working spaces and the use of digital tools. These new modes of working are part of the Inter-Enterprise Mobility Plan and make it possible to:

- provide the necessary information to conduct experiments in new modes of working,
- contribute to the reduction in road traffic during peak hours and a reduction of greenhouse gas emissions,
- reduce the use of private cars for the home-work commute by inciting businesses and employees to adopt working from home, modulated working hours, working in co-working spaces and digital tools.

Business-related travel can be significantly reduced by using new digital solutions.

E.2 Scope

The entity should (or is advised to) produce a graphic representation of the co-working spaces already available or under construction that can be taken into consideration in actions on new modes of working.

E.3 Changes in the environment

For working from home:

- the French labour code (articles L1222-9 to L1222-11),
- the collective agreement or charter drawn up by the employer.

For modulated/staggered working hours:

- there are no specific rules pertaining to modulated/staggered working hours in the French labour code,
- an inter-enterprise charter can be drawn up and signed by all the players in the area concerned.

With regard to working in co-working spaces:

- there are no specific rules pertaining to working in co-working spaces in the French labour code,
- employers and co-working spaces can enter an agreement on guaranteed suitable working conditions for the personnel interested in this mode of working.

E.4 Definition of the objectives

The objectives are to:

- provide the necessary legal and technical information on these new modes of working,
- review the adoption of these new modes of working in all the stakeholder businesses,
- identify any needs for the deployment of the new modes of working and the potential of the actions,
- communicate on and share experiments already conducted in this field in other organizations (benchmark),
- draw up an action plan and define experiments in the new modes of working.

E.5 Setting up quantitative and qualitative monitoring indicators

The quantitative indicators used to track the actions are taken from the panel of project indicators and consolidated in the area covered by the Inter-Enterprise Mobility Plan of the project. The table below gives some examples of indicators:

Indicators	Initial	Potential	Final objective	Panel	Source
Number/percentage of home-workers in the business					
Potential number of home-workers in the business (calculated on the basis of fixed/variable working hours)					
Actions taken in favour of the new modes of working (communication)					
Number / percentage of employees working staggered hours					
Number of days of home-working per week					
Number / percentage of employees working in a co-working space					
Number of days worked in a co-working space per week					
Potential number of employees for working in a co-working space					
Number of kilometres avoided thanks to working from home					
Quantity of greenhouse gas emissions avoided					

The project working group set up the following quantitative indicators in order to monitor the effects of the actions taken:

- comparison of HR reviews,
- reduction of stress,
- social ties,
- employee access to e-meeting solutions,
- quality of the e-meeting solutions for employees.

E.6 Definition of the stakeholders and their respective roles

Name of the stakeholder	Contact details	Role

E.7 Actions of the stakeholders

Action	Topic	Action	Owner	Stakeholders	Budget €K	Target date
1	Communication	Develop a network and communications on the co-working spaces available in the locality (in the city and the suburbs).				
2	Communication	Produce and distribute a guide to working from home.				
3	Communication	Organize an awareness-raising campaign for employees on the benefits of the new modes of working and digital solutions.				
4	Experiment	Conduct experiments over a given period: working from home and working in co-working spaces.				

Action	Topic	Action	Owner	Stakeholders	Budget €K	Target date
5	Communication	Provide input for the Inter-Enterprise Mobility Plan diagnostic by conducting a survey: – Percentage of face-to-face meetings versus e-meetings, – Obstacles to the use of digital tools: multiple choices (no budget, customer demands, lack of tools, acceptance, data security, etc.).				
6	Communication	Produce a guide to best practices for the use of digital tools.				

E.8 Definition of the schedule

	20XX												20XX
	1	2	3	4	5	6	7	8	9	10	11	12	
Draft data sheet													
Approval of the data sheet													
Working meeting with the stakeholders													
Approval of the actions													
Finding the budget													
Implementation													

E.9 Risk identification and assessment

Name	Low/medium/high occurrence	Low/medium/high impact
Information and communication on the issues of the new modes of working		
Experiments conducted by the stakeholders		
Human and material resources dedicated to the experiments		
Coherence of the action plan and the allocated budget		
Reticence on the part of managers		
Governance and ownership of the actions		
Difficulty measuring the indicators of digital solutions		

E.10 Budget of the action

	Local authorities			Enterprises				Others
ACTION	District authority	Mobility authority	Local authorities	Business A	Business B	Business C	etc.	Business Z
	€	€	€	€	€	€		

Annex F
(informative)

Results of the mobility surveys in the mid-project evaluation[3]

F.1 The mid-project evaluation reviews the actions taken and the first results observed halfway through the project. The following methodology is used:

- evaluate the actions taken as part of the COMMUTE project:
  - develop car-pooling and reduce the negative impacts of cars,
  - increase the use of public transport,
  - develop cycling and micro-mobility,
  - limit travel by adopting new modes of organizing work,
- measure the global effects of these actions,
- set up a survey system:
  - a mobility survey of the employees of the partners of the COMMUTE project,
  - a survey of the users of the Pibrac car-pooling spot,
  - a survey of the users of the “Karos” car-pooling service.

The results of the mobility surveys are shown below as an example.

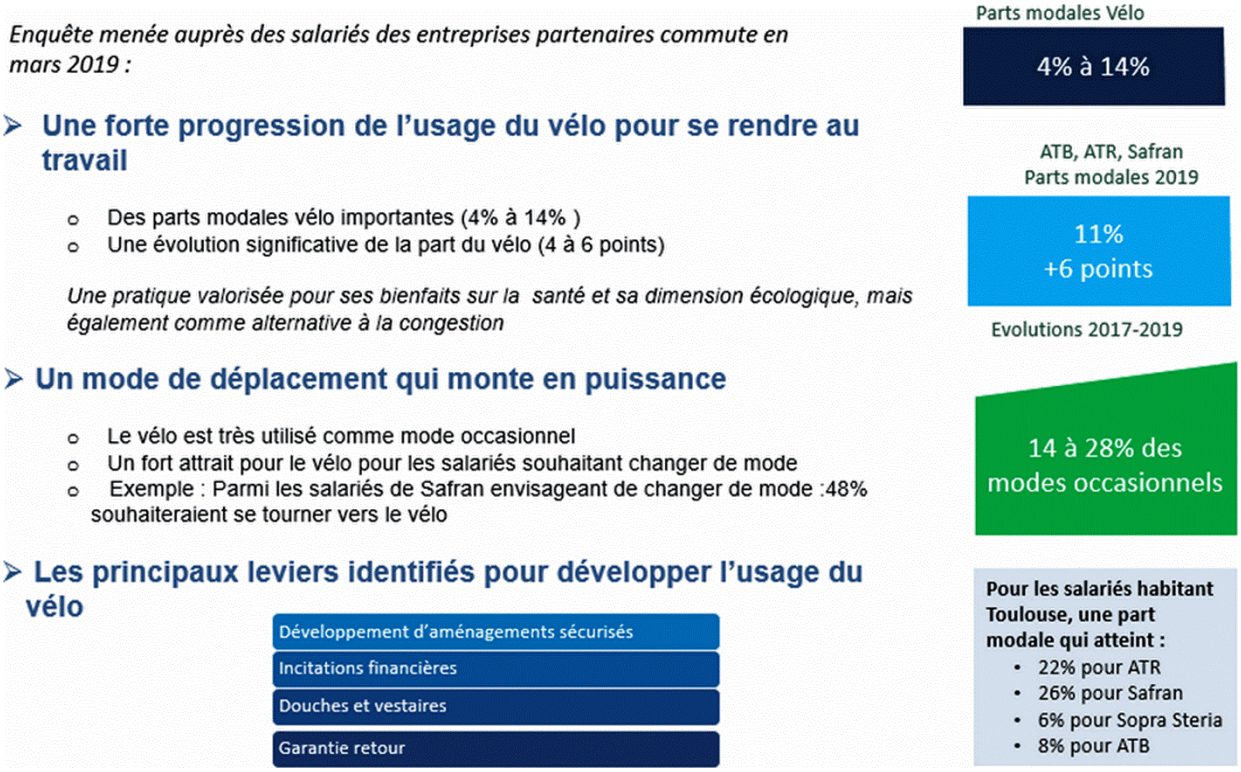
[3] Deliverable D7.1.4. *Mid-project review*

F.2 Public transport: the main findings of the mobility survey of employees

Français	Anglais
Enquête menée auprès des salariés des entreprises partenaires commute en mars 2019 :	Survey of the employees of COMMUTE partner businesses in March 2019:
Une part modal TC variable selon les entreprises	The share of public transport varies between companies
Les parts modales et les évolutions sont très variables d'une entreprise à l'autre	The shares of modes of mobility and the trends vary significantly between businesses
Des parts modales fortes pour les salariés résidant sur la commune de Toulouse	High modal shares for employees living in Toulouse
Les usagers des TC les perçoivent comme un mode « écologique », mais aussi rapide et pratique pour une partie d'entre eux.	Users perceive public transport as an "ecological" mode of transport, and some of them perceive public transport as rapid and convenient.
Un potentiel TC pour les secteurs bien desservis	Potential for public transport in areas with a good service
Les TC représentent une parte importante des modes « occasionnels »	Public transport represents a large share of the "occasional" modes of transport
Les transports en commun arrivent en deuxième position après le vélo pour les salariés envisageant de changer de mode	Public transport is in second place, behind cycling, amongst users considering a change of mode
Pour les salariés les moins bien desservis, les attentes portent en grande partie sur une amélioration de l'offre	Less well connected employees have high expectations of an improvement of the offer
Temps de parcours + rapide et + fiable	Travelling time, faster and more reliable
Meilleure fréquence	Higher frequency
Trajets + directs, - de correspondances	More direct routes, fewer changes
Parts modales TC	Modal share of public transport
2% à 17%	2% to 17%

ATB, ATR, Safran Parts modales 2019	ATB, ATR, SAFRAN Modal shares in 2019
7% -1,5 points	7% -1.5 points
Evolutions 2017-2019	Changes between 2017 and 2019
21 à 52% des modes occasionnels	21 to 52% of occasional modes
Pour les salariés habitant Toulouse, une part modale qui atteint :	Modal share amongst employees who live in Toulouse:
36% pour Sopra Steria	36% at Sopra Steria
28% pour ATB	28% at ATB
20% pour ATR	20% at ATR
5% pour Safran	5% at SAFRAN

F.3 Cycling: the main findings of the mobility survey of employees



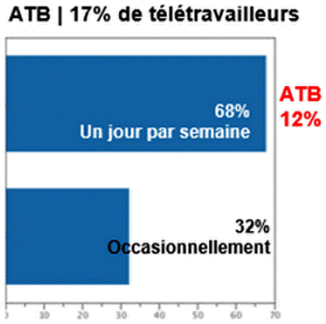
Français	Anglais
Enquête menée auprès des salariés des entreprises partenaires commute en mars 2019	Survey of the employees of COMMUTE partner businesses in March 2019
Une forte progression de l'usage du vélo pour se rendre au travail	Strong growth in cycling to work
Des parts modales vélo importantes (4% à 14%)	High modal share of cycling (4% to 14%)
Une évolution significative de la part de vélo (4 à 6 points)	Significant increase in the share of cycling (4 to 6 points)
Une pratique valorisée pour ses bienfaits sur la santé et sa dimension écologique, mais également comme alternative à la congestion	Cycling is promoted for its positive effects on health and the ecology, but also as an alternative to traffic congestion
Un mode de déplacement qui monte en puissance	A means of transport that is on the rise

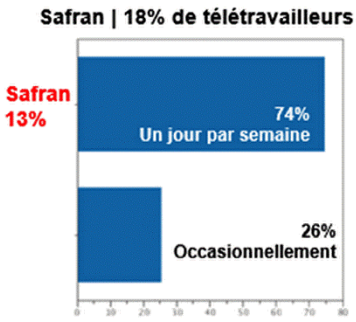
Le vélo est très utilisé comme mode occasionnel	Bicycles are often used as an occasional mode of mobility
Un fort attrait pour le vélo pour les salaries souhaitant changer de mode	Strong appeal of cycling for employees who want to change modes
Exemple : Parmi les salariés de Safran envisageant de changer de mode : 48% souhaiteraient se tourner vers le vélo	Example: Amongst the employees at SAFRAN who are considering a change of modes: 48% would like to take up cycling
Les principaux leviers identifiés pour développer l'usage du vélo	The main identified factors to increase the use of bicycles
Développement d'aménagements sécurisés	Development of safe cycling infrastructures
Incitations financières	Financial incentives
Douches et vestiaires	Showers and changing rooms
Garantie retour	A guaranteed return
Parts modales vélo	Modal share of cycling
4% à 14%	4% to 14%
ATB, ATR, Safran Parts modales 2019	ATB, ATR, SAFRAN Modal shares in 2019
11% +6 points	11% +6 points
Evolutions 2017-2019	Changes between 2017 and 2019
14 à 28% des modes occasionnels	14 to 28% of occasional modes
Pour les salariés habitant Toulouse, une part modale qui atteint :	Modal share amongst employees who live in Toulouse:
22% pour ATR	22% at ATR
26% pour Safran	26% at SAFRAN
6% pour Sopra Steria	6% at Sopra Steria
8% pour ATB	8% at ATB

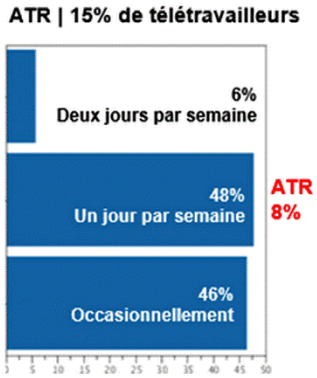
F.4 New modes of organizing work: the main findings of the mobility survey of employees

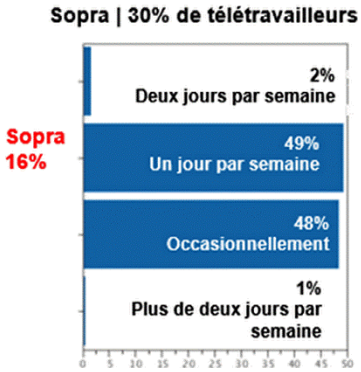
Enquête menée auprès des salariés des entreprises partenaires commute en mars 2019 :

- **De 15 à 30% de salariés ayant la possibilité de télétravailler selon les entreprises**
- **8 à 16 % des salariés télétravaillent au moins 1 jour par semaine**









Français	Anglais
Enquête menée auprès des salariés des entreprises partenaires commute en mars 2019 :	Survey of the employees of COMMUTE partner businesses in March 2019:
De 15 à 30% de salariés ayant la possibilité de télétravailler selon les entreprises	Between 15% and 30% of employees have the possibility to work from home, depending on the business
8 à 16% des salariés télétravaillent au moins 1 jour par semaine	Between 8% and 16% of employees home-work for at least one day per week
ATB| 17% de télétravailleurs	ATB| 17% of home-workers
68% Un jour par semaine	68% One day per week
32% Occasionnellement	32% Occasionally
ATB 12%	ATB 12%
Safran| 18% de télétravailleurs	SAFRAN| 18% of home-workers
74% Un jour par semaine	74% One day per week
26% Occasionnellement	26% Occasionally
Safran 13%	SAFRAN 13%
ATR| 15% de télétravailleurs	ATR| 15% of home-workers
6% Deux jours par semaine	6% Two days per week
48% Un jour par semaine	48% One day per week

46% Occasionnellement	46% Occasionally
ATR 8%	ATR 8%
Sopra|30% de télétravailleurs	Sopra|30% of home-workers
2% Deux jours par semaine	2% Two days per week
49% Un jour par semaine	49% One day per week
48% Occasionnellement	48% Occasionally
1% Plus de deux jours par semaine	1% More than two days per week
Sopra 16%	Sopra 16%

Annex G

Self-assessment table

This self-assessment table helps organizations to deploy and meet the requirements mentioned in this document.

Clause	Requirements	Done
Clause 3	**Context of the organization**	
3.1	Understanding the organization and its context	
3.2	Understanding the needs and expectations of interested parties	
3.3	Determining the scope of the project for the collaborative management of urban mobility	
3.4	Project for the collaborative management of urban mobility	
Clause 4	**Leadership**	
4.1	Leadership and commitment	
4.2	Defining a collaborative working policy	
4.3	Organizational roles, responsibilities and authorities	
Clause 5	**Planning**	
5.1	Actions to address risks and opportunities	
5.2	The objectives of the collaborative management of urban mobility and planning the actions to achieve them	
Clause 6	**Support**	
6.0	Determining the resources	
6.1	Determining the competences and behaviours for collaborative working	
6.2	Raising the awareness of the personnel	
6.3	Determining the need for internal and external communication	
6.4	Documented information	
6.4.1	General	
6.4.2	Creating and updating the documented information	
6.4.3	Controlling the documented information	
Clause 7	**Operation**	
7.0	Operational planning and control	
7.1	Duties of the project manager	
7.2	Creating the operational governance structures	
7.2.1	Creating a Local Urban Mobility Committee (LUMC)	
7.2.2	Creating and monitoring the Inter-Enterprise Mobility Plan (IEMP)	
7.3	Planning and conducting the experiments	
7.3.1	Taking common actions	
7.3.2	Taking individual actions	
Clause 8	**Performance evaluation**	
8.1	Monitoring, measurement, analysis and evaluation	
8.2	Internal audit	
8.3	Management review	
Clause 9	**Improvement**	
9.0	Nonconformity and corrective action	
9.1	Continual improvement	

Bibliography

Deliverable D2.1.2. Project management plan

Deliverable D2.2.5. Weekly progress reviews

Deliverable D4.1.6 Actions and the management system: general recommendation

Deliverable D4.3.1. CBA of the collaborative governance

Deliverable D5.4.1. Dashboards

Deliverable D6.1.5. Plan of recommended actions

Deliverable D7.1.4. Mid-project evaluation

COMMUTE agreement

COMMUTE application Form