Minutes

"Building small-medium Local Authorities' capacity to introduce Innovative Transport Schemes", Birmingham 19-20 November 2018

Workshop Results / Minutes

CIVITAS SUITS WP5-WP6 Workshop/pilot

Transport for West Midlands premises, Birmingham

19-20 November 2018

Participating Cities and Persons

Cities / City councils	Number of participants	
TfWM	5	Chris Lane, Keelan Fadden Hopper, William Britton, Ellen Peacock, Katie Miller-Crolla

Other Persons attending

Partner	Number of participants	
Lever	2	Olympia Papadopoulou, Anastasia Founta
Cov Uni	1	Andre Soares
Smart Continent	1	Andrius Jarzemskis (representing Palanga)
TUIL	1	Sebastian Spundflasch (representing Dachau)
ARCADIS	1	Alice Parker

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Workshop agenda

Monday 19 November (WP5)

	Chapter	Course flow	Duration
12:30-13:30		Registration and Lunch	1hour
13:30-13:45	Introduction	Brief introduction of the trainer; module's purpose and sections etc.	15min
13:45-14:20	Description of new and emerging transport schemes & value for S-M cities	a. Demonstration of the concept of innovative transport schemes, description of those that are more relevant to S-M cities (car-sharing, car-pooling, bike-sharing, MaaS). b. Discussion focused on how strategic objectives of the city (or SUMP goals) are connected with new and emerging transport schemes. c. Exercise focused on the benefits of new emerging transport schemes and the positively or negatively benefited actors/stakeholders/social groups d. presentation of links on the EU and national regulations so as to further strengthen LAs arguments on the benefits of new emerging transport schemes	35min
14:20-14:50	Financing sources and innovative procurement for New & emerging transport schemes	a. Presentation and discussion on innovative funding mechanisms/procurement processes that they can use for proposed schemes (certain components- not operation) b. Exercise focused on conclusions of the discussion c. Presentation of available webinars and e-learnings, other material on the topic	30min
14:50-15:00		Break	10min
15:00-15:30	Available tools and guidelines	Presentation of the available EC research guidelines, results and tools, demonstrates some of them online- explain the	30min

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		added value for each one of them. Performance of CIVITAS ECCENTRIC tool for MaaS scheme.	
15:30-16:15	Business model canvas and identification of actors & stakeholders of the city	Exercise focused on business model canvas for selected scheme specific for participant's cities. Output of exercise: 3 same canvases for 3 schemes specific to their cities. Highlighting (a) the budget drivers, (b) the necessary infrastructure/services (key resources etc.) and (c) any legal barriers that need to be addressed. Considering the most appropriate partnerships (public-private or private or public).	45min
16:15-16:30		Break	15min
16:30-17:00	Successful Case studies or Best practices of SUITS cities on such topics	Facilitator to present and explain MaaS, CAR SHARING, CAR POOLING and BIKE SHARING schemes to participants by presenting successful case studies in S-M cities. For each transport scheme he/she explains (a) how they operate, (b) whether they are a private or/and a public initiative, (c) their size (e.g. area, number of vehicles etc.), (d) the components/ technologies for operating them, (e) which social groups were benefited and how, (f) the benefits (indicators' change, certain figures), (g) the PT/cycling/walking modes were integrated.	30min
17:00-17:15	Fill in evaluation forms	Evaluate the workshop (course flow, material, topic, facilitator's performance etc.)	15min

Tuesday 20 November (WP6)

	Chapter	Course flow	Duration
9:00-9:10	Introduction to the workshop		10min
9:10-9:20	Targets of the workshop and process	The targets of this workshop will be presented, and it will be shown to the city partners – where we are in the process to build capacity from the behavioral side 1. Insight into different concerns and challenges for these distinct groups (based on task 6.3 deliverable) 2. Developing local action learning sets to support	10 min

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		introduction and utilization of the new transport measures. 3. Identifying cross-LA communities of practice learning sets	
9:20-10:50	Final change vision based on identified challenges and targets	Formulate the change vision for each city based on the deliverable of task 6.3 – clear challenges and targets for the cities are the fundament for this	
	West Midlands	Presentation of change vision and discussion (learning sets); Presentation by the city or the academic city partner	30 min
	Palanga	Presentation of change vision and discussion (learning sets); Presentation by the city of the academic city partner	30 min
	Dachau	Presentation of change vision and discussion (learning sets); Presentation by the city of the academic city partner	30 min
10:50-11:00	Break		
11:00-12:15	Best practice example discussion and learnings	Show the different challenges the cities selected as important for them and discuss best practise examples of other cities in groups to develop learning sets to support introduction and utilization of the new transport measures. For each best practice example we explain (a) how the city operates, (b) whether they are a private or/and a public initiative, (c) their size (e.g. area, number of vehicles etc.), (d) the components/ technologies for operating them, (e) which social groups were benefited and how, (f) the benefits (indicators' change, certain figures), (g) the PT/cycling/walking modes were integrated.	
	West Midlands	Challenge e.g. *Citizen participation* – Examples are presented and options for the West Midlands are discussed in learning sets	25 min
	Palanga	Challenge e.g. *Citizen participation* – Examples are presented and options for Palanga are discussed in learning sets	25 min
	Dachau	Challenge e.g. *Citizen participation* – Examples are presented and options for Dachau are discussed in learning sets	25 min

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12:15-12:35	Final discussion	Wrap up of the day and improvements for the future (a) online forum, (b) newsletter, (c) phone conferences, and (d) integration of the academic partner of each city	
12:35-12:50	Fill in evaluation forms	Evaluate the workshop (course flow, material, topic, facilitator's performance etc.)	15min
12:50-		Lunch & visit to MIRA in Coventry (www.horiba-mira.com/)	

Workshop framework

On 19-20 November 2019, the workshop entitled "Building small-medium Local Authorities' capacity to introduce Innovative Transport Schemes" took place in Birmingham, in the premises of the new SUITS partner 'Transport for West Midlands'. The aim was to pilot one (out of four) of the classroom courses that form an integral part of the SUITS Capacity Building program. The participants included staff members of the 'transport innovation' and 'policy & strategy' departments of the organization, as well as delegates from the 'Technical University of Ilmenau' (Germany), closely working with the city of Dachau, and 'Smart Continent' (Lithuania) collaborating with the city of Palanga. The workshop was delivered by 'Lever Consulting' (Greece), the partner responsible for preparing the SUITS Capacity Building Program, the 'Business and Occupational Psychology' section of the 'Coventry University' (UK) and ARCADIS (UK).

That specific course, that will be available to all cities through the SUITS toolbox at the end of the project, serves the broad objective of building the capacity of small-medium cities' Local Authorities to implement and monitor the implementation of SUMP measures. It is designed to build, or strengthen, the capacity of small-medium cities' Local Authorities to facing current challenges when implementing innovative transport schemes. It also provides an insight into different concerns and challenges that staff is facing when set up targets and facing changes.

The aim of this workshop/pilot was to identify course draw-backs, both in terms of content and teaching processes/ distributed material and evaluate its effectiveness regarding the wider scope assigned to SUITS Capacity Building Toolkit.

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Figure 1 Participants of the workshop and their everyday transport mode...

Participation

Main participants of the workshop were staff members of the Transport of West Midlands - TfWM from different departments (Transport Innovation, Policy and strategy, Project management) and with different roles (head of Department, transport graduates, officers etc.). Dachau and Palanga, follower cities, have been represented by Smart Continent and TUIL partner. Lack of participants from follower cities made difficult to capture differences and allow interaction and exchange of experience among them. However, actual synthesis of participants enabled us to check course flow when one single authority participates. Evaluation from participants showed the importance of exchanging experience between cities. This aspect will be taken under consideration when defining target groups in our final classroom courses modules.

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1st day (WP5 pilot module 2)

1.1 Topics and Activities

After shortly presenting workshop framework to the participants, the course focused on the following aspects:

- ✓ Brief introduction of car sharing, carpooling, bike sharing and MaaS; discussion on their relevance with strategic objectives of sustainable development (Activity 1).

- ✓ Identification of the benefits received by the implementation of Innovative Transport Schemes and their importance in convincing different stakeholders (Activity 2 – Exercise 1). Reference to Social impact assessment method.

- ✓ Identification of innovative financing mechanisms appropriate for Innovative Transport Schemes components (Activity 3- Exercise 2). Reference to SUITS guidelines for innovative financing, procurement and new business models.

- ✓ Preparing business model canvas for specific schemes (Activity 4- Exercise 3).

- ✓ Presenting relevant tools and guidelines helpful for the implementation of the schemes. Apply ECCENTRIC tool on their city (Activity 5- Exercise 4)

- ✓ Learning from the other SUITS cities (presenting relevant case studies). Providing references for further reading.

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Figure 2 Presenting results of exercises

1.2 Workshop results

Activity 1: Most of the participants have identified the relevance of Innovative Transport Schemes with strategic objectives of their cities. However, it became even clearer through the first exercise (Activity 2- Exercise 1). Smaller cities may have not a clear view of Innovative Transport Schemes benefits and how these are relevant to their wider objectives.

Activity 2: Participants have been divided into two groups and asked to identify benefits that a specific innovative scheme could bring to their city. Car- sharing has been chosen for Palanga and car-pooling for Coventry. Some of the benefits that came up were: a) reduced travel costs, c) increased accessibility, d) decreased number of cars on the roads, e) less air pollution. Especially for car-pooling, social interaction in between passengers has been identified while for car-sharing an extra benefit was the opportunity of introducing new green vehicles (quite expensive for being acquired by individuals) or of recycling older car fleets plus flexibility.

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Afterwards, each group has addressed these benefits to specific stakeholders involved in their case study and presented the results of their brainstorming. Besides the role of LAs, transport authorities, residents and tourists, some additional stakeholders based on participant opinion were: tourism operators, car hire companies, car manufacturers (for car sharing) and transport operators, local employers and local enterprise partnerships. Through this process, participants seemed to start really thinking of how an innovative transport scheme can add value to their city and under which circumstances while they were evoking case studies applied in neighbor cities.

Figure 3 Answers for Exercise A1 and A2 for car-pooling probable implementation in Wolverhampton (up) and for car-sharing case in Palanga (down)

Activity 3: After presenting some key points of innovative financing, procurement and business models guidelines, the two (2) groups of participants have been asked to think of innovative financing mechanisms appropriate to fund specific components for the selected schemes.

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Moreover, a brainstorming on the guidelines have been launched in order to motivate people to read and evaluate them. Participant commented the added value of this exercise in learning alternative funding mechanisms.
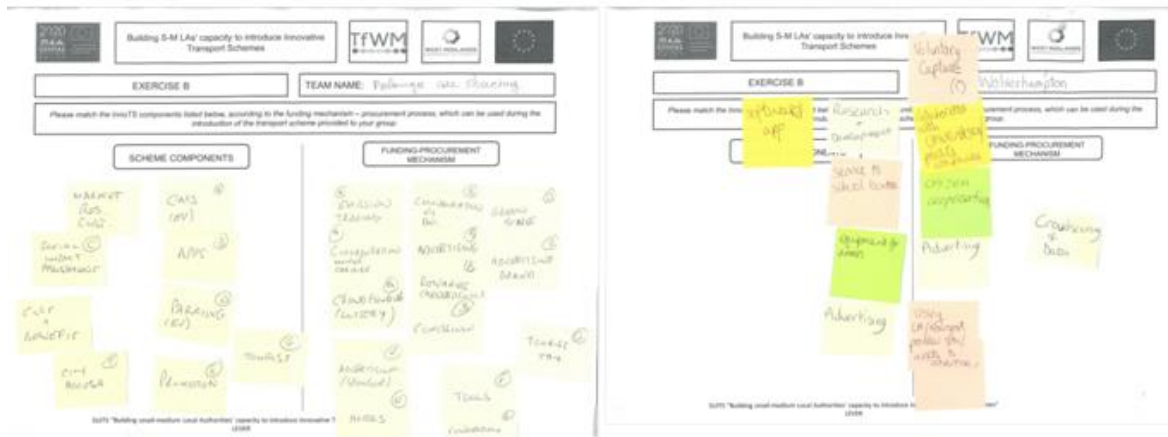

Figure 4 Corresponding scheme components with funding mechanisms for car sharing (left) and car pooling (right)

Activity 4: At this stage, participants have been asked to "dive" a bit deeper into Innovative Transport Schemes implementation process by filling out a business model canvas for a specific case study. The selected scheme was MaaS for Coventry city (or Birmingham) for all participants due to time limitations, but it is highly recommended to proceed into groups in the future. However, many different aspects have been revealed through this brainstorming such as the how MaaS can be addressed to people without access to mobile applications etc.

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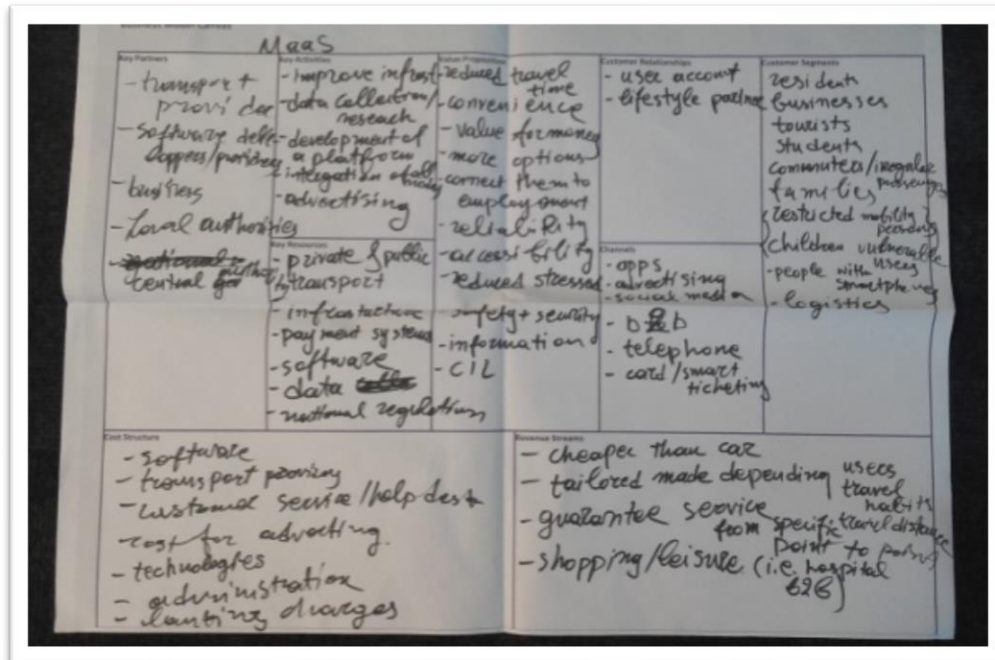
Figure 5 Business Model Canvas filled out by the participants for MaaS Coventry (Activity 4-Exercise 3)

Activity 5: After presenting a selection of available and relevant to Innovative Transport Schemes tools and guidelines, all participants have been asked to evaluate the readiness of their city to implement MaaS based on CIVITAS ECCENTRIC tool. Participants seemed keen to do so for their city. If the participation of other cities was feasible, comparison between cities would be more interesting. The way the exercise has been delivered was satisfactory.

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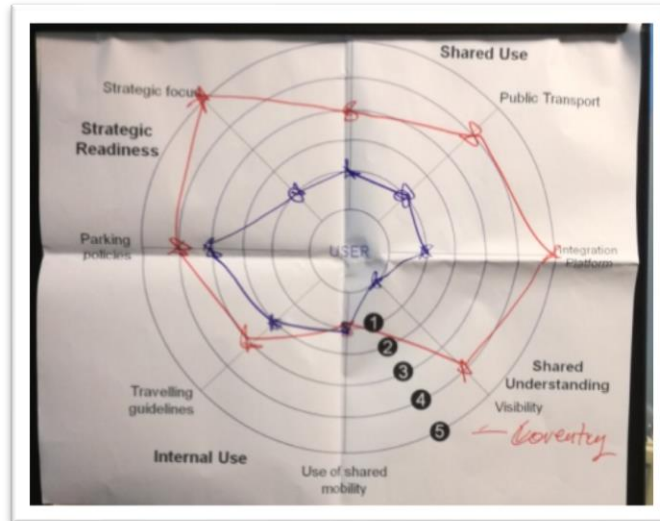
Figure 6 Results of Activity 5. West Midlands results with red and Palanga results with black.

1.3 Overall evaluation

Seven out of eight participants have given feedback. Summarizing their answers, participants were either fully satisfied or almost fully satisfied with regard to almost all of the issues under evaluation. In particular, they were fully satisfied with the learning environment and the ambiance ("course fun to attend" and "enjoyable"). More than 50% of the participants (who answered the questionnaire) gave the highest rate with regard to content accuracy, exercises structure, course structure, achievement of workshop objectives and gaining knowledge/ideas while none of them awarded rate either neutral or negative. Divided between the two (2) highest rates were participants regarding confidence in applying the learnings from the workshop, and in believing that they found solutions to their problems. Even though the workbook was highly rated there is surely room for improvement. Successful case studies have been proved one of the most interesting part of the workshop and need to be enriched and better presented. Alternative funding mechanisms and exercise on business model canvases has been also highlighted as important by the participants. It has been recommended to extend the course into two days workshop in order not to be so intense. Finally, most of the participants would recommend the workshop to their colleagues.

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2ⁿᵈ day (WP6 workshop 2)

Agenda of Workshop results

o	Presentation
1	Re-visiting West Midlands Challenges
2	Introducing WP6: Team, actions and behavioural changes steps of implementation
3	West Midlands: Where we are now?
4	West Midlands: Where we want to go? – Developing a Change Vision

2.1 Re-visiting West Midlands Challenges

At the beginning of the workshop the 15 challenges were presented, an important result of the requirements analysis. All cities are confronted with these challenges in their mobility planning. The challenges were perceived with great interest and agreed to be correct and complete. The challenges play an important role in the further course of the project. It is a matter of the cities selecting challenges to which they want to pay more attention when implementing their mobility measures within the framework of the project.

TfWM show great interest in the challenge of "knowledge management and knowledge transfer". The administration is interested in working on improving knowledge management in the administration as part of the project.

2.2 Introducing WP6: Team, actions and behavioural changes steps of implementation

Due to changes of the change agent and main intervenients on the project from TfWM, it was decided to start with an introduction to the team and actions of WP6. Therefore, Andre Soares started by introducing the elements of the WP6 team and explaining the main aims of this working package.

After that, he delivered a presentation on what is behavioural change and about the role of change agents. This presentation included the following topics:

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- What is behavioural change?

- Why do we need behavioural change?

- How do we implement behavioural change?

- Behavioural change in small and medium local authorities

- The role and characteristics of the change agent

- Developing a change vision

2.3 West Midlands: Where we are now?

Based on the content from the presentation about behavioural change, the participants have been
asked to reflect on the conditions, structures and processes that they were not satisfied with in their
department. Furthermore, they were asked to think about aspects they would like to change in the
future (mainly incremental steps). Figure 1 shows the result of the discussion. The main conclusion
was that the participants from TfWM would like to have 'a culture where people are comfortable
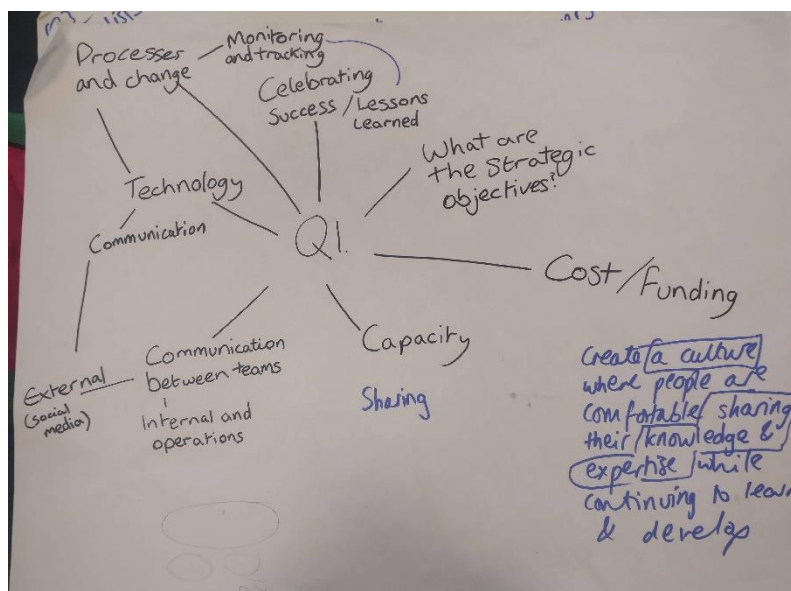sharing their knowledge and expertise while continue to learn and develop.'

**Figure 7. Which conditions, structures and processes in our authority we are not satisfied
with? What bothers us and what do we want to change?**

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According to the participants, the key aspects that are characterising their wish for a organisational culture are in particular:

- having clear strategic goals,

- more and better communication between teams (internal and operations),

- more and better external communication,

- celebrate success and learn lessons from the past.

2.4 West Midlands: Where we want to go? – Developing a Change Vision

Building on the response to the first question, the facilitator introduced a second question: What things do we want to continue working on within the framework of the SUITS project or what new changes do we want to initiate? To answer this question the participants had to think of how they would like to change the aspects they were not satisfied with. Figure 2 shows the result of a brainstorming.

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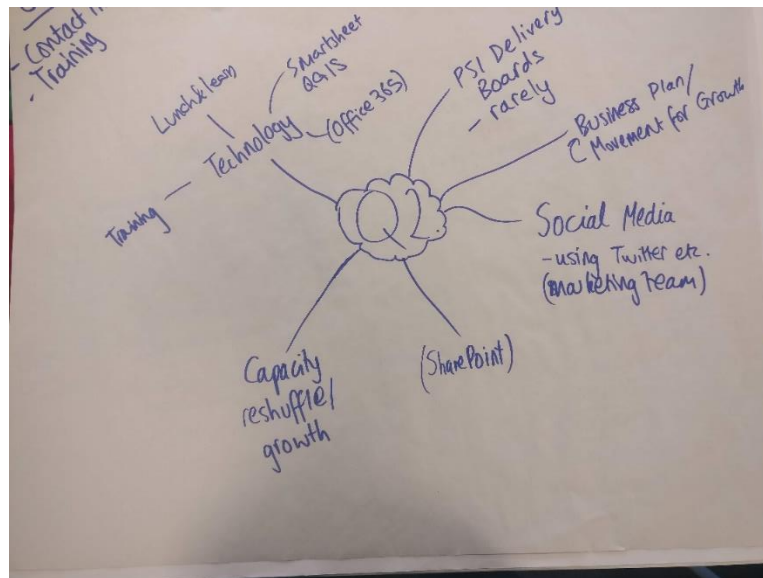
Figure 8. What things do we want to continue working on within the framework of the SUITS project or what new changes do we want to initiate?

The key discussion point has been the need to exchange knowledge. The use of technology as a measure that could support the knowledge sharing was of great interest. Office 365, SharePoint, Smartsheet and QGIS have been presented as examples of tools that could improve the knowledge sharing and consequently contribute to address the SUITS challenges identified.

The participants also mentioned some activities that could lead to an increasing level of knowledge sharing, such as lunch & learn or training. In order to increase the external communication and to celebrate successes of and in the department a better use of social media was requested.

2.5 Change Vision of and for West Midlands

Finally, the participants have been asked to develop a change vision as result of the link between what they want to change and how they are planning to foster change. Figure 3 presents the result of the brainstorm. In line with the results from the previous questions, knowledge transfer emerged as a key aspect.

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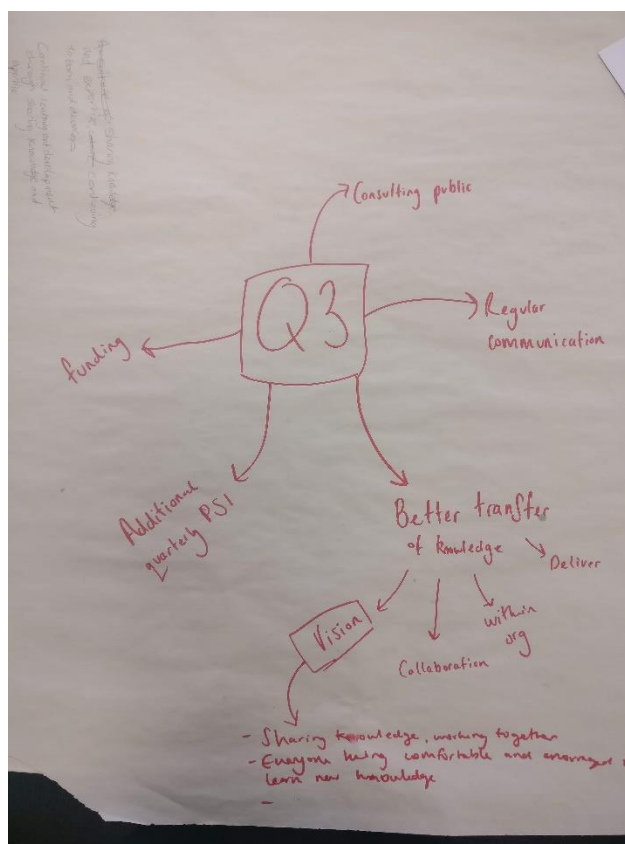
Figure 9. Developing a change vision based on the challenges identified.

After a discussion, the participants came up with two potential change visions:

- TfWM will be a department characterised by "Sharing knowledge and expertise, continuing to learn and develop"

- TfWM will be a department characterised by "Continued learning and development through sharing knowledge and expertise"

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2.6 Next steps: summary of Action Points

Action Point	Action	Responsible Partner	Deadline
1	Summary/Minutes of the workshop	Andre/Sebastian	December 2018
2	Agree on a schedule for videoconference meetings	WP6 Team, TfWM	January 2019
3	Decide on the final change vision after consulting the staff from the department	TfWM	Tbc
4	Agree on an action plan for the period until May	TfWM	Tbc
5	Monitor the progress using report sheets	TfWM	Tbc

2.7 Next WP6 Meeting

	Events, Meetings, Visits, ...	Location	Date
	Swap Shop	Stuttgart	May 2019