

ISEMOA

Improving seamless energy-efficient mobility chains for all



ISEMOA QMS –
Quality management
system for improving
accessibility in cities
and municipalities



Quality management system for improving accessibility in cities and municipalities

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1 ABOUT THE PROJECT ISEMOA

ISEMOA - Improving seamless energy-efficient mobility chains for all – started in May 2010 and is a 3-year project supported by the European Commission within the IEE-programme.

ISEMOA aims to help local and regional authorities in Europe to increase energy-efficiency in transport by improving the accessibility of door-to-door mobility-chains with sustainable transport modes, thus enabling all citizens and visitors (including people with reduced mobility (PRM)) to adopt a less car-dependent lifestyle. Furthermore, improving the accessibility of public spaces and public transport will increase the quality and attractiveness of public transport, and contribute to increasing safety for pedestrians and cyclists.

In order to achieve this goal, ISEMOA has developed a quality management system for the continuous improvement of the accessibility of the whole door-to-door mobility-chain in European municipalities, cities, and regions (henceforth referred to as ISEMOA QMS). The ISEMOA QMS reflects a standardised quality management process based on the successful BYPAD, MaxQ and MEDIATE.

The core of the ISEMOA QMS will be a moderated audit process. The process helps local and regional stakeholders, together with an external auditor, to assess the state of the work on accessibility of public space and public transport in their area and to develop strategies and measures to continuously improve the quality of this.

The ISEMOA QMS applies a holistic approach by taking into account:

- the needs of all categories of PRM (i.e. people with disabilities, people with heavy / bulky luggage, people with small children, people with temporary impairments, people with non-average stature, older people etc.)
- the whole door-to-door mobility-chain made up of sustainable transport modes, including walking, cycling, public transport, and multi-modal mobility
- all kinds of barriers (i.e. barriers related to physical conditions, organisational aspects, attitudes of people etc.)

In order to develop the ISEMOA QMS according to the needs of the stakeholders, the project placed much emphasis on the involvement of all relevant stakeholder-groups (PRM, consultants, local/regional authorities etc.) from the very start of the project. The development of the ISEMOA QMS was an iterative process, as the system was first implemented in 15 test-sites all over Europe, and then improved according to the feedback of the test-sites.

The implementation of the ISEMOA QMS aims to raise awareness of the issue of accessibility for PRM among local and regional decision-makers. Making clear the link between accessibility and energy-efficiency in transport should encourage discussion among all relevant local and regional stakeholders, and help to bring forward a local /

regional strategy for the improvement of accessibility. More information on the benefits of improving accessibility can be found on the Outputs page of www.isemoa.eu

Consultants, agencies, and organisations working with municipalities, cities, or regions all over Europe will be invited to attend the ISEMOA training-workshops for external auditors. These training-workshops will take place in 15 European countries in order to enable consultants, agencies, and advisors to use the ISEMOA QMS in their daily work with local and regional authorities.

1.1 The ISEMOA consortium:

Coordinator:	
FGM-AMOR (AT)	
Partners:	
AGEAS (IT)	NP (CZ)
BSRAEM (BG)	SECAD (IE)
Ecuba (IT)	Sinergija (SI)
Edinburgh Napier University ENU (UK)	TAS (UK)
Energy Agency of Plovdiv EAP (BG)	Technische Universität Dresden TUD (DE)
ETT (ES)	Trivector (SE)
IEP (CZ)	UIRS (SI)
ITS (PL)	University of Zilina (SK)
Mobiel 21 (BE)	URTP (RO)
Subcontractor:	
Mobiped (FR)	
Advisory Committee:	
Adolf Ratzka, Christa Erhart, Graham Lightfoot, Jarmila Johnova, Petra Lukesova, and Tomasz Zwolinski	

2 INTRODUCTION

The ISEMOA quality management system (ISEMOA QMS) aims to support European municipalities, cities, and regions to continuously improve the accessibility of the door-to-door mobility chain with sustainable transport modes. The ISEMOA QMS is developed on the basis of the ISO 9000 family of standards as well as on the EFQM Excellence and CAF models, which have been successfully applied in mobility management (MaxQ), bicycle planning (BYPAD), and accessible public transport (MEDIATE).

There are two versions of the ISEMOA QMS available: one for municipalities and cities, and one for regions. This document (D4.1) describes the implementation of the ISEMOA quality management system (QMS) for the work on accessibility in **municipalities and cities**. A similar QMS is available for **regions** in a separate document (D4.2).

The core of the ISEMOA QMS is a moderated audit process. Together with an external auditor, the stakeholders of the municipality/city assess the state of the accessibility of public spaces and public transport, and develop actions to continuously improve the quality of the accessibility work in the municipality or city. In addition to producing an action plan highlighting tasks and responsibilities for improving accessibility, another important result of implementing the ISEMOA QMS is establishing contacts and communication between stakeholders, forming the basis for successful working relationships within the field. Even though the focus of the ISEMOA QMS is on the work undertaken to improve accessibility (the process), the actual state regarding accessibility in the municipality or city is also taken into account and described by a number of accessibility indicators.

The ISEMOA QMS applies a comprehensive definition of accessibility by encompassing accessibility from a geographical perspective and the availability and quality of sustainable transport modes to the occurrence of various barriers on pavements and other pedestrian facilities, public transport stops/stations, and vehicles.

Every municipality or city that wants to improve accessibility, can implement the ISEMOA QMS regardless of the level of accomplished efforts so far. For those municipalities or cities that have just begun working on accessibility, the ISEMOA QMS gives guidance on which parts of the work to focus on, and helps to establish a structure for a systematic and effective approach to accessibility planning and implementation. For those municipalities or cities that have already implemented some measures to improve accessibility, the ISEMOA QMS helps to identify their strengths and weaknesses and proposes improvements to the work on accessibility, i.e. ISEMOA serves as a source of inspiration and a means for continuous improvement.

It is important to be aware that the ISEMOA QMS does not give details on how to technically and/or architecturally design accessible environments, because there are already a lot of recommendations and regulations in this field, but will direct local stakeholders to existing guidance materials. Instead, the focus of ISEMOA is on how the municipality/city's work on accessibility can be more systematic and effective.

More specifically, implementation of the ISEMOA QMS has the following benefits for a local authority:

- Quality management is a recognised means to improve the work in an organisation
- Improving the credibility of the accessibility work
- Identifying strengths and weaknesses of the accessibility work
- Getting inspiration and new ideas for improving the accessibility work
- Establishing a structure for a systematic and effective approach of accessibility planning in the municipality/city
- Helping to fulfil the local authority's goals concerning accessibility, for meeting legislative directives on accessibility, etc.
- Establishing communication channels among all stakeholders involved in the work on accessibility, both stakeholders from within and outside the municipality/city
- Emphasising the local authority as proactive and an inspiration for other local authorities
- Establishing a more comprehensive view on accessibility as well as highlighting the role of accessibility for creating an energy-efficient and sustainable transport system for all

3 THE ISEMOA QMS

3.1 Scope

This document provides a code of practice for defining, implementing and continually improving quality in the accessibility work of municipalities and cities. The ISEMOA QMS can also be implemented in regions; however, the codes of practice for application in regions are presented in a separate document (D4.2). The ISEMOA QMS can also aid private entities and other organisations in establishing an effective and systematic approach for accessibility issues.

The ISEMOA QMS is mainly to be used for and is better addressed by external auditing procedures. However, the material presented can also be used as a basis for self-declarations of existing processes and when establishing new processes in a municipality or city.

3.2 Terms and definitions

For the purpose of this document the following terms and definitions apply.

Term	Definition
Accessibility	<p>Accessibility is defined as the ease of access or how easily people can reach desired activities, and comprises the following three levels:</p> <ul style="list-style-type: none"> • The macro-level concerns geographical accessibility and land-use patterns in terms of location, distance, density, diversity etc. • The meso-level concerns availability of sustainable transport modes (i.e. infrastructure for public transport, cycling, and walking) and service level in terms of routes and frequency, information, travel time/cost, safety/security concerns etc. • The micro-level concerns the occurrence of various barriers (poor standard) on pavements and other pedestrian facilities, PT stops/stations/ interchanges, and vehicles. Physical barriers (e.g. high kerbs, uneven surfaces, slopes, snowy and icy conditions, poor contrasts, entrances without ramps and door-openers) are problematic for PRMs due to a mismatch between individual capacity and environmental demand.
Accessibility work	<p>The work on accessibility in terms of how accessibility in public spaces and public transport for people with reduced mobility (PRM) is handled and carried out in policy and planning as well as in actual implementation (construction, maintenance etc.) and monitoring and evaluation.</p>
City, municipality, region	<p>The size and structure of a city as well as the responsibilities of the city administration varies between European countries. The ISEMOA definition of a city is as follows.</p> <ul style="list-style-type: none"> • large urban areas or large agglomerations, of which most have districts or boroughs • differ from municipalities mainly in having a more complicated administrative structure and covering a wider geographical area

	<ul style="list-style-type: none"> • could cross different administrative borders (urban agglomerations) • rather big administration with different (city) departments which are dealing with transport, land-use planning, education, environment, etc. • functionally need one integrated transport policy <p>The ISEMOA definition of a municipality is as follows.</p> <ul style="list-style-type: none"> • (limited) urban character; mostly does not have districts or boroughs • small administration where one or two persons have responsibility for all tasks concerning transport and urban planning policy. <p>The ISEMOA definition of a region is as follows.</p> <ul style="list-style-type: none"> • larger area including municipalities and cities but also rural areas (e.g. province, county) • regional administration does have own tasks in infrastructure planning, transport planning, education, etc.
Contact person	<p>A person (or a small team) from the ISEMOA team acting as the contact person for the implementation of the ISEMOA QMS on behalf of the local authority, and the main contact point for the ISEMOA auditor. He/she can be an administrative person or a person working on accessibility on a strategic or operative level. Read more about the tasks of the contact person on page 23.</p>
ISEMOA auditor	<p>The auditor has several different roles in the implementation of the ISEMOA QMS: evaluator, expert, and moderator. The ISEMOA auditor guides the members of the ISEMOA team through the implementation process. The external auditor is independent and not directly involved in delivering accessible public spaces and public transport in the municipality/city. Therefore, the auditor is able to act as mediator between local stakeholders. Read more about the tasks of the ISEMOA auditor on page 22.</p>
ISEMOA team	<p>The ISEMOA team is a temporary working group for the implementation of the ISEMOA QMS. The members of the ISEMOA team represent various stakeholders working with accessibility on different levels (micro/meso/macro accessibility) as well as various PRM groups. Read more about the ISEMOA team on page 24.</p>
Local authority	<p>The local authority is the local government of a city or municipality. It encompasses the political level as well as the different services and departments within a city or municipality.</p>
People with reduced mobility (PRM)	<p>People with reduced mobility (PRM) includes older people and people with disabilities or temporary impairments such as reduced movement, vision, hearing, cognitive functions etc., but also people with a pram, small children or with heavy luggage and people with communication problems. The focus of ISEMOA is on all citizens with special attention to the mentioned PRM.</p>
Quality management system (QMS) for accessibility work	<p>System to direct and manage the processes and outcomes of an administration or organisation with regard to quality to ensure that:</p> <ul style="list-style-type: none"> • accessibility requirements in new developments can be easily and efficiently applied, • accessibility requirements in existing public spaces and public transport can be easily and efficiently applied, • user and stakeholder needs and requirements are met, • continuous improvement is incorporated, and • management of process and outcomes is established and adequately maintained

3.3 Quality management requirements for improving accessibility

3.3.1 Quality criteria

According to the principles of Total Quality Management, excellent quality is the result of a continuous improvement achieved by applying the repetitive cycle of planning, implementation, and evaluation with a view to fulfil the users’ needs. Based on this, the ISEMOA quality management system (ISEMOA QMS) considers the accessibility work as a dynamic process that can be depicted with the quality cycle in Figure 1.

The ISEMOA QMS divides the accessibility work of the local authority into 5 components, or quality criteria. These are sub-divided into 16 elements which represent specific aspects of the quality criteria. According to the quality cycle, in order to be able to work in a qualitative way on accessibility, it is necessary to first have knowledge about the needs of the users, the current state of the municipality/city and relevant legislation, regulations and guidance materials (Component 1: Preconditions). This information is then used to outline a policy on accessibility (Component 2: Policy). This policy is subsequently translated into a workable strategy (Component 3: Strategy) based on which accessibility measures are implemented (Component 4: Implementation). Finally the implementation, strategy and policy are monitored and evaluated and based on the results the necessary adaptations are made in the accessibility policy, strategy and/or implementation (Component 5: Monitoring and Evaluation).

In what follows, each component of the ISEMOA quality cycle is described in more detail.

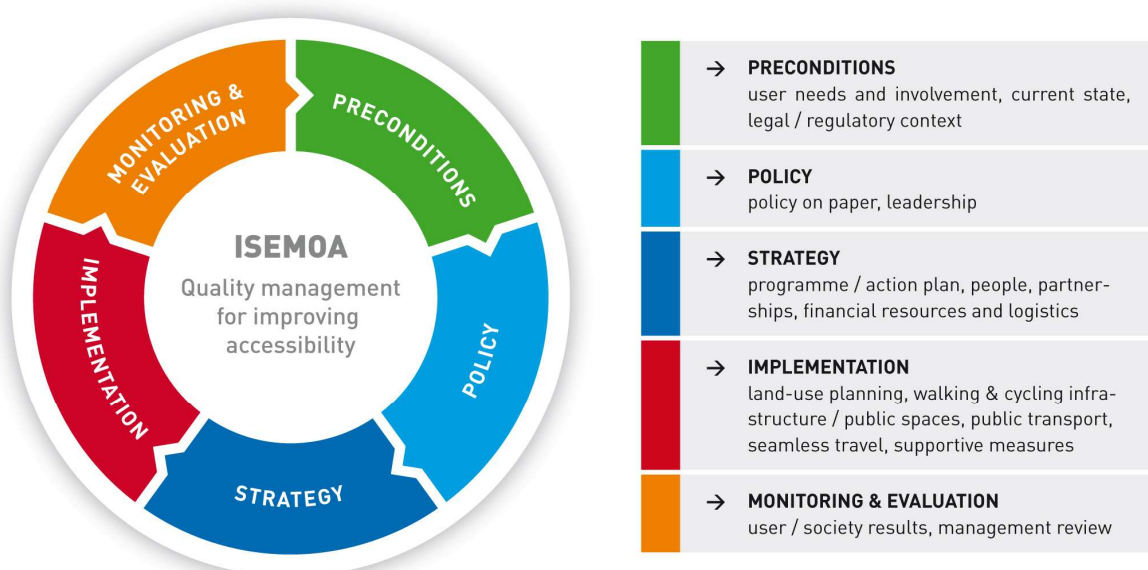


Figure 1. The quality cycle of the ISEMOA quality management system.

3.3.1.1 Component 1: Preconditions

The group of people with reduced mobility (PRM) is diverse. It encompasses older people and people with disabilities or temporary impairments such as reduced movement, vision, hearing, cognitive functions etc., but also people walking with small children and perambulators or carrying heavy luggage. Knowledge on the mobility behavior as well as on the needs and preferences of all PRM groups is important in the work on accessibility (e.g. gathered by surveys, interviews, frequent consultations with advisory board, etc.). The involvement of PRM representatives (e.g. by advisory committee, accessibility adviser, PRM ombudsman, or interested organisations) in the local authority's work on accessibility, is essential since the policy, strategy and implementation must be adapted to the diverse needs of all PRM.

In order to allow PRM to seamlessly travel from door-to-door by sustainable transport modes, a comprehensive perspective on accessibility is required. This encompasses accessibility from a geographical perspective and the availability and quality of sustainable transport modes to the occurrence of various barriers in public spaces and public transport. Accessibility also includes travel information and guidance systems as well as ticketing for all. In order to further improve the accessibility work, knowledge about the current accessibility state in the municipality/city at all these levels is necessary.

There are several legislation, directives and guidelines on accessibility for PRM. Some of these are universal, others European and still others country, region or even specific for the municipality or city. These legislation and regulations offer possibilities for action and support within the context of accessibility. Knowledge of these legislation, regulations and guidance materials is important to further improve the accessibility work.

The precondition component therefore comprises of the following elements:

- **Element 1: User needs and involvement.** Knowledge and awareness of mobility behaviour as well as of needs and preferences of PRMs and citizens in general. Involvement of representatives of all PRM-groups in all stages in the accessibility work (policy, strategy, implementation, and monitoring & evaluation).
- **Element 2: Current state.** Knowledge and awareness of the actual accessibility conditions in the municipality/city at macro, meso, and micro levels within the local authority.
- **Element 3: Regulatory context.** Knowledge and awareness of legal and administrative preconditions for policy and planning, e.g. accessibility requirements for barrier-free design, and application of such requirements in actual planning and design.

3.3.1.2 Component 2: Policy

The local authority's vision and mission with respect to accessibility are powerful drivers for the work on accessibility. Together with knowledge of user needs, the current accessibility state and the regulatory context (the precondition component), the vision and mission form the cornerstone of the policy on accessibility. The local authorities' intentions

and ambitions with respect to accessibility should be written down in a policy document and should cover accessibility in a comprehensive way (from land-use planning and availability of sustainable transport modes to specific barriers in public spaces and public transport). The policy on accessibility should be related to and integrated with the policy of other fields, such as the overall transport policy. Furthermore, the accessibility work can only be successful if decision makers (politicians, senior managers etc.) are committed to the topic. Also for the daily work on accessibility, it is important that a person (e.g. accessibility coordinator) has the overall responsibility and is able to push the accessibility work forward and to motivate all people involved.

The policy component therefore comprises of the following elements:

- **Element 4: Policy on paper.** The existence, coverage and status of a policy document concerning accessibility for PRM.
- **Element 5: Leadership.** Awareness and commitment among decisions-makers (politicians, senior management etc.) as well as the existence of a designated person responsible for accessibility for PRM.

3.3.1.3 Component 3: Strategy

The policy on accessibility can only come into practise if it is translated into SMART (Specific, Measurable, Accepted, Realistic, Time-related¹) objectives and targets. These objectives and targets are recorded in an action plan covering measures that encompass a comprehensive perspective on accessibility (from land-use planning and availability of sustainable transport modes to specific barriers in public spaces and public transport) and that take into account the needs and preferences of all PRM.

The work on accessibility, within its comprehensive perspective, involves people from various fields of expertise (land-use planning, transport and mobility, barrier-free design welfare, etc.). The competence, commitment and continuity of the staff (person or team) are important for effective and systematic work on accessibility. To complement or to assist the work of the staff, external expertise may be hired (outsourcing, consultancy).

In order to achieve seamless mobility for all, various stakeholders need to be involved in the work on accessibility. Partnerships with these stakeholders add value to the development of the accessibility policy and action plan and are important for the effective and systematic implementation of accessibility measures. Important partners are public transport authorities and operators, road administration, regional authorities, private property owners, consultants, PRM associations, tourism stakeholders etc.

Furthermore, the implementation of accessibility measures requires financial resources. Allocation of sufficient funds and consistent funding is required to achieve long-term results of accessibility measures.

The strategy component therefore comprises of the following elements:

¹ See http://en.wikipedia.org/wiki/SMART_criteria for more information

- **Element 6: Action plan.** Existence, coverage and status of an action plan for improving accessibility in the municipality/city.
- **Element 7: People.** Availability of human resources in terms of both know-how and time for improving accessibility in the municipality/city.
- **Element 8: Partnerships.** Involvement of partners in the municipality/city's accessibility work.
- **Element 9: Financial resources and logistics** Availability of financial resources for improving accessibility in the municipality/city.

3.3.1.4 Component 4: Implementation

The improvement of the whole door-to-door mobility chain with sustainable transport modes for all types of PRM, involves a broad range of activities and measures. The local authority's land-use planning should facilitate close proximity and ease of reaching basic services with sustainable transport modes. The local authority should also consider accessibility from a regional perspective in terms of the ease of reaching the municipality/city with sustainable transport modes.

Measures to improve the door-to-door mobility chain with sustainable transport modes for all types of PRM should also be directed at the infrastructure for pedestrians and cyclists, including the design of barrier-free public spaces. Accessible public transport allows PRM to travel independently. Measures to improve the accessibility of public transport should deal with the public transport network (coverage, frequency, punctuality etc.) and the availability of special services for PRM as well as with the accessibility of stops and stations/interchanges, vehicles and information & ticketing. In order to allow all PRM to travel in a seamless manner with sustainable transport modes, it is also important to provide intermodal travel information and information on disruptions, adapted to PRM, as well as to provide accessible parking possibilities at PT stations.

Furthermore, implementing supportive measures such as travel training and awareness raising actions as well as using accessibility as a selection criterion for procurement and tendering contracts can have a significant impact on the mobility behaviour of PRM as well as on mainstreaming the accessibility concept.

The implementation component therefore comprises of the following elements:

- **Element 10: Land-use planning.** Accessibility is taken into account at the level of land-use planning.
- **Element 11: Walking & cycling infrastructure / Public spaces.** Implementation of measures to improve the quality of the infrastructure for pedestrians and cyclists as well as implementation of accessibility requirements (requirements for street furniture, requirements for redevelopment of streets, requirements and routines for regulating temporary barriers such as seasonal outdoor restaurants, advertising stands, etc.) in public space.

- **Element 12: Public transport.** Implementation of measures to improve the quality of public transport, from coverage and service to barrier-free design of stations/stops and vehicles. This element also includes pre-trip and on-trip information and ticketing for all.
- **Element 13: Seamless travel.** Implementation of measures to improve the possibilities for seamless travel for all PRM.
- **Element 14: Supportive measures.** Implementation of supportive measures such as PRM travel training, awareness and information campaigns and integration of accessibility in procurement and tendering contracts.

3.3.1.5 Component 5: Monitoring & Evaluation

In order to improve the quality of the accessibility work, the local authority should regularly monitor and evaluate the effects of its policy, strategy and implementation efforts. For example the mobility behaviour of PRM should be evaluated on a regularly basis. Progress could also be measured by a number of accessibility indicators. The results should then be interpreted and discussed with relevant stakeholders on all levels. The strategy for implementation as well as planning and design of specific measures could then be adapted to the results of the monitoring & evaluation.

Furthermore, it is important to regularly assess the strengths and weaknesses of the day-to-day accessibility work and the operational structure of the team at all levels (decision makers, management, staff, partners etc.). Quality improvements in the accessibility work can also be made by learning from other local authorities.

The monitoring & evaluation component therefore comprises of the following elements:

- **Element 15: User and society results.** Existence and quality of monitoring and evaluation of the local authority's efforts in improving accessibility as well as communication of results with all stakeholders.
- **Element 16: Process.** Existence of reviews for corrections and continual improvements of the accessibility work, and opportunities to exchange experiences with other local authorities.

3.3.2 Phases in quality improvement

The ISEMOA QMS is not prescriptive. It requires the local authority to take an active role in examining and assessing their current practices regarding the 16 elements and then determining how changes in some of these elements could further improve the accessibility work. In order to assess the current practice in each of the 16 elements, the quality management ladder of development is used as a rating mechanism to indicate a local authority's stage of development. Six development phases are distinguished (Figure 2).

The key characteristics of the six development phases are defined as follows:

- **Development phase 0, No accessibility work:** There is no evidence of a vision of an accessibility policy or plan, nor any activities to improve accessibility.
- **Development phase 1, Ad-hoc approach:** There is no common vision of an accessibility policy or plan. The accessibility work is characterised by short-term planning only. Ad hoc activities to improve accessibility are in place with the emphasis on solving problems (“putting out fires”). Accessibility issues are sometimes included for specific projects in response to a particular need or initiative. Quality is the result of individual efforts.
- **Development phase 2, Isolated approach:** Accessibility issues are systematically approached, but limited to specific population groups, elements of the travel chain or parts of the transport system. Needs and priorities are known and there is a common vision for the accessibility work. However, the main emphasis remains on individual projects and there are no integrated programmes. The local authority has some general agreements with only limited commitment and there is no guarantee of continual support. There is limited coordination of the staff involved in the accessibility work and consultation among staff takes place in a cooperative way. There is a division of tasks and exchange of experience but also regular inadequacies happen.
- **Development phase 3, System-oriented approach:** The local authority strives to systematically approach the accessibility work. Accessibility work is planned and implemented but the evaluation is not yet fully operational. There is no systematic use of accessibility indicators yet. Accessibility is considered in a broader view but not yet in its overall view (all population groups, all elements of travel chain and all parts of transport system). Decisions-makers are engaged to a high degree. Staff are cooperating but there is limited coordination over all departments working on accessibility. Binding written agreements are set up among partners (cooperation between partners).
- **Development phase 4, Integrated approach:** Accessibility issues are considered for all population groups, all elements of the travel chain, and all stages of the

quality cycle (preconditions, policy, strategy, implementation, and monitoring & evaluation). Systematic analysis and evaluation of the accessibility work occurs regularly and quality indicators which serve as policy instruments are being used. Systematic analysis of the occurring problems is carried out and this analysis is being monitored regularly. The way of working is future-oriented and innovative. Synergetic effects come into being inside and outside the organisation (added value of teamwork and external orientation). There is a good cooperation and coordination between all stakeholders involved in the accessibility work.

- **Development phase 5, Total Quality Management:** In addition to the characteristics in phase 4, the development phase 5 is characterised by a total quality management. The applied quality criteria and performance indicators evolve positively. An external frame of reference with 'best practices' is present and also the local authority gains recognition as a 'best practice' municipality/city through a third party. The municipality/city is trendsetting and their renewal of products and services has already been proven for years. External cooperation is present on all relevant working domains.

3.4 Implementation and assessment procedures

The implementation of the ISEMOA QMS in a municipality or city involves several steps which are briefly explained below. More details regarding the implementation process and the assessment procedures can be found in the “Step-by-step guide for ISEMOA auditors”.

3.4.1 Steps in implementation

The implementation of the ISEMOA QMS involves the following steps:

- Step 1: Initiation of the implementation of ISEMOA QMS
- Step 2: Preparatory meeting
- Step 3: Creation of the ISEMOA team
- Step 4: Introduction meeting with self-assessment of the accessibility work
- Step 5: Consensus meeting
- Step 6: Strategy meeting
- Step 7: ISEMOA report
- Step 8: Final meeting with contact person
- Step 9: Follow up

3.4.1.1 Step 1: Initiation of the implementation of ISEMOA QMS

Several different bodies play a role in the work on improving accessibility in public spaces and public transport in a municipality or city. Each of these can take the initiative for implementation of the ISEMOA QMS.

The person or organisation, who wants to initiate the implementation of the ISEMOA QMS in a municipality/city, shall contact an ISEMOA auditor. Since the implementation is strongly based on communication among the stakeholders, it is quite important for the success of the ISEMOA QMS that the auditor, who guides the municipality/city through the process, knows the local language as well as the local preconditions and context. A list of trained ISEMOA auditors from 15 European countries is available on the ISEMOA website www.isemoa.eu.

It is essential that the initiator appoints a person (or a small team), who will act as the contact person for the implementation of the ISEMOA QMS on behalf of the local authority, and will be the main contact point for the ISEMOA auditor.

The municipality/city that wants to implement the ISEMOA QMS has to sign an agreement with the ISEMOA auditor. This agreement will include the tasks of the local authority and the ISEMOA auditor, the costs, and the anticipated output of the implementation of the ISEMOA QMS.

3.4.1.2 Step 2: Preparatory meeting

In the preparatory meeting with the contact person, the ISEMOA auditor explains in detail the implementation process, all necessary preparatory steps, the stakeholders involved (forming the ISEMOA team), their tasks, and the anticipated outputs. The aim of this meeting is to clarify all questions, and to begin the preparatory steps for the implementation process:

In order to facilitate the implementation of the ISEMOA QMS and to enable the ISEMOA auditor to get the most comprehensive and realistic impression of the municipality/city and of the accessibility work within it, transport-related facts and figures as well as information about relevant policy/planning documents for accessibility are needed:

- The contact person compiles, together with the ISEMOA auditor, a list of relevant background information (policy/planning documents, maps, statistics etc.). This information should be given to the ISEMOA auditor by the contact person within the coming weeks, as the analysis of these documents will form part of the assessment procedure. An interview guide to collect this background information is available as Annex 4 of the Step-by-step guide for ISEMOA auditors.
- The ISEMOA auditor discusses together with the contact person the availability of data for the accessibility indicators, and helps the contact person to select those indicators that are relevant for the municipality/city and for which data are available. The auditor asks the contact person to provide these data within the following weeks, in order to support the development of a comprehensive overview of the actual accessibility conditions in the municipality/city. A list of accessibility indicators is available as Annex 5 of the Step-by-step guide for ISEMOA auditors.

3.4.1.3 Step 3: Creation of the ISEMOA team

Structured discussions with users and providers of public spaces and public transport are the central element of the ISEMOA QMS. Therefore, it is essential for the success of the ISEMOA QMS that all relevant stakeholders are involved in the process. The contact person establishes an ISEMOA team, a temporary group consisting of both users (i.e. representatives of all groups of people with reduced mobility) and providers (i.e. representatives of authorities that are responsible for walking, cycling, and public transport issues, as well as representatives of authorities that are responsible for city-, traffic-, and land-use-planning, PT operators, etc.). The final composition of the ISEMOA team depends on location-specific characteristics, such as administration departments involved in transport-, city- and land-use planning, distribution of competences related to accessibility issues, type of public transport system, organisational structures of the PRM user groups, etc. The ISEMOA auditor will give guidance on the establishment of the ISEMOA team. For efficiency reasons, the number of people participating in the ISEMOA team should be limited to a maximum of 15-20 people.

3.4.1.4 Step 4: Introduction meeting with self-assessment of the accessibility work

The introduction meeting is the first meeting of the ISEMOA team. The aim of the meeting is to gather the perspectives of the different ISEMOA team members on the quality of the accessibility work. At the introduction meeting, the auditor explains in detail the aims of the implementation and how the procedure works. The auditor distributes the ISEMOA self-assessment questionnaires, which are organised according to the components and elements of the ISEMOA quality cycle (read more about the components/elements in chapter 3.3). The questionnaires are to be completed by each of the members of the ISEMOA team individually preferably during the introduction meeting. The self-assessment questionnaire for municipalities and cities is available as Annex 8 of the Step-by-step guide for ISEMOA auditors.

3.4.1.5 Step 5: Consensus meeting

Preparations for the consensus meeting

The ISEMOA auditor analyses the accessibility indicators and the policy/planning documents provided by the contact person, as well as the results of the ISEMOA self-assessment questionnaires, that have been completed by members of the ISEMOA team.

The consensus meeting

The consensus meeting is the second meeting of the ISEMOA team. The aim of this meeting is to arrive at a common understanding of the level of development for each of the elements in the ISEMOA quality cycle.

Firstly, the ISEMOA auditor presents the results of the analysis of the accessibility indicators and the policy/planning documents and other background information provided by the contact person. Secondly, the results of the ISEMOA self-assessment questionnaires are presented. Since the different roles and backgrounds of the members of the ISEMOA team are reflected in the individual assessments of the accessibility work, the most important part of this meeting is to discuss these different, sometimes conflicting, points of view. The ISEMOA auditor takes care that this discussion focuses on understanding differences and detecting strong elements and points for improvement rather than blaming each other.

This meeting gives an insight into the stronger and weaker elements of the accessibility work, and highlights whether additional interviews with other stakeholders might be necessary to complete the picture.

Site visit (optional)

In addition to the ISEMOA meetings, an optional on-site excursion can be carried out together with representatives of the local authority and with PRMs. During this site visit important problem areas are explained and good solutions presented. The site visit should take no more than 2-3 hours. The ISEMOA auditor shall document the problems and

solutions presented at the on-site excursion, and this documentation (text and photos) shall be included in the ISEMOA report. It is possible to do the site visit before or shortly after the consensus meeting.

3.4.1.6 Step 6: Strategy meeting

Additional stakeholder interviews (optional)

The auditor can, if necessary, conduct interviews with other stakeholders (not participating in the ISEMOA team) in order to complete the picture of the current situation regarding accessibility. They might also bring in additional views of stakeholders that were not involved in the ISEMOA team.

Preparations for the strategy meeting

For the strategy meeting, the auditor prepares a summary of the results of the consensus meeting and the additional stakeholder interviews. Furthermore, the auditor prepares good practice examples that can serve as input for the strategy meeting in order to give the ISEMOA team ideas for potential improvement measures.

The strategy meeting

The aim of the strategy meeting is to develop a strategy and initiate production of an action plan to improve accessibility in the municipality/city.

Firstly, the ISEMOA auditor presents a summary of the results of the consensus meeting (see Figure 3) and completes the picture with the results of any additional stakeholder interviews conducted, if applicable. Based on this insight into strong and weak points of the accessibility work, the ISEMOA team agrees on goals for the future, and develops an outline for a concerted action plan, which includes concrete measures, responsibilities, and timeframes for improvement of the accessibility work.

It is important for the success and actual effect of the action plan, that it is developed by the local stakeholders themselves rather than by an external advisor. Thus, the role of the ISEMOA auditor is to guide and moderate this process, and to give inspiration, input and advice.

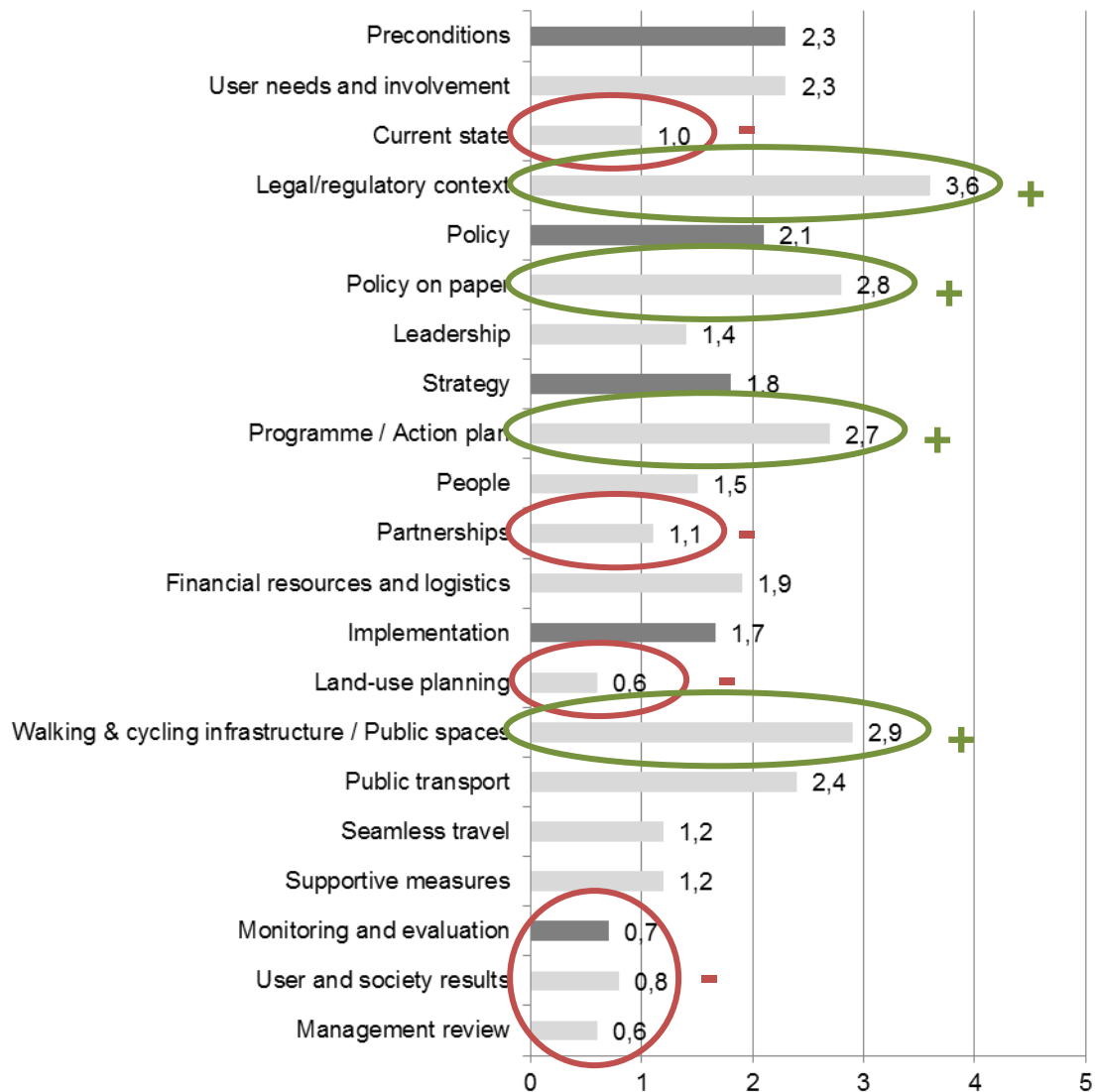


Figure 3. Responses of the self-assessment questionnaire are summarised per component and element. Strengths and weaknesses are highlighted.

3.4.1.7 Step 7: ISEMOA report

The ISEMOA auditor prepares the ISEMOA report, including the assessment of the current situation and the agreed detailed action plan. A draft ISEMOA report is sent to the members of the ISEMOA team for comments.

If required, the ISEMOA auditor also prepares a presentation file that can be used by the ISEMOA team to present the results of the ISEMOA QMS to politicians, media, etc.

It is up to the local authority, whether or not they want to publish the results of the ISEMOA QMS externally. The action plans and reports resulting from implementation of the ISEMOA process are regarded as confidential by the ISEMOA auditors.

3.4.1.8 Step 8: Final meeting with contact person

The aim of the final meeting is to evaluate the ISEMOA audit and to discuss the future plans of the contact person with regard to the action plan and ISEMOA QMS.

Each municipality/city that has successfully gone through the process of implementing the ISEMOA QMS will receive a certificate.

3.4.1.9 Step 9: Follow up

The auditor will keep in touch with the contact person and will contact him or her again one year after the audit to follow up the implementation of the action plan.

According to the understanding of quality improvement being a continuous process, and in order to keep momentum with the improvement of accessibility, it is strongly recommended to schedule a follow-up ISEMOA audit every 2-5 years after the first implementation of the ISEMOA QMS.

3.4.2 Duration and time investment

The results of the ISEMOA audit will be available about 3 to 6 months after the start of the procedure (on average an audit takes 4-5 months). The duration of the implementation process depends on the local circumstances, e.g. availability of the members of the ISEMOA team, amount and availability of policy/planning documents and data for the selected accessibility indicators to be analysed by the ISEMOA auditor, etc. The introduction meeting takes on average 3 hours, the consensus meeting 3-4 hours and the strategy meeting 4 hours.

For the implementation of the ISEMOA QMS², the ISEMOA auditor will need to dedicate approximately 150-200 working hours. The implementation of the ISEMOA QMS in a municipality/city also requires also some input from local stakeholders:

- The contact person will need to spend about 40 hours working on the ISEMOA QMS.
- Each of the members of the ISEMOA team will have to spend about 10-12 hours working on the ISEMOA QMS.

3.4.3 Roles and tasks of the stakeholders involved

The ISEMOA auditor

The ISEMOA auditor is external to the municipality/city and guides the members of the ISEMOA team through the process of implementing the ISEMOA QMS. The auditor has several different roles: evaluator, expert, and moderator. The task of the ISEMOA auditor could be described as follows:

- Collecting evidence regarding the 16 elements of the ISEMOA quality cycle as well as regarding the accessibility indicators through bilateral contacts with the contact person and the ISEMOA team and through analysing policy/planning documents and other background information.

² Hours based on the implementation of the ISEMOA prototype in the test-sites.

- Meeting with the contact person and the ISEMOA team (introduction meeting) to get the quality assessment ratings of these local stakeholders as a basis for the discussions at the consensus meeting.
- Analysing the accessibility indicators and policy/planning documents provided by the municipality/city, and analysing the self-assessment-questionnaires completed by the members of the ISEMOA team.
- Moderating a consensus meeting with the contact person and the ISEMOA team.
- Conducting additional interviews with local stakeholders (if necessary) to refine the assessment of the actual state of accessibility, or to gain input for potentially suitable improvement measures.
- Giving input and inspiration for the development of the action plan by suggesting possible measures for improving the accessibility work, and by taking care that the action plan includes the establishment of a regular ISEMOA team as well as a follow-up of the ISEMOA audit.
- Compiling the ISEMOA report and presentation of the results of the ISEMOA process to the ISEMOA team and main stakeholders.
- Contacting the municipality/city again about one year after the implementation of the ISEMOA QMS in order to investigate the progress in relation to the action plan (follow-up).

More information about the tasks of the ISEMOA auditor is available in the Step-by-step guide for ISEMOA auditors.

The contact person

A person (or a small team) is appointed to act as the contact person of the ISEMOA QMS implementation on behalf of the municipality or city. The main tasks of the contact person are:

- Cooperating with the ISEMOA auditor.
- Collecting data for the selected accessibility indicators as well as providing the auditor with policy/planning documents relevant for accessibility and other background information.
- Establishing the ISEMOA team in cooperation with the ISEMOA auditor.
- Organising the three meetings with the ISEMOA team, i.e. inviting the participants, providing the meeting venue etc.
- Participating actively at the ISEMOA meetings.
- Reading and commenting on the draft ISEMOA report and action plan.
- Evaluating the audit during the final meeting with the ISEMOA auditor.
- Participating in a follow-up one year after the audit

The ISEMOA team

The ISEMOA team is the main participation instrument of the ISEMOA QMS. The team consists of a good mix of providers (from land-use planning to barrier-free design) and users (not excluding any user group). The main tasks of the members of the ISEMOA team are:

- Participating actively in the introduction meeting, consensus meeting, and strategy meeting.
- Completing the self-assessment questionnaire.
- Taking an active role in the development of the action plan (as a part of the strategy meeting)
- Reading and commenting on the draft ISEMOA report and action plan.

3.4.4 Certification

The ISEMOA QMS is neither a benchmarking tool nor an award scheme, since the methodology is not designed to allow comparison between different municipalities/cities, and it is not the aim of ISEMOA to determine the best performing municipality/city.

It is the aim of the ISEMOA QMS to support all local authorities in assessing and continuously improving their accessibility work. For the success of the ISEMOA QMS it does not matter whether a local authority has already implemented several measures for improving accessibility or is just about to begin the improving accessibility.

Municipalities and cities, who have implemented the ISEMOA QMS, will receive a certificate acknowledging their motivation and willingness to improve accessibility in their area.

3.4.5 Qualification of ISEMOA auditors

Implementation of the ISEMOA QMS is conducted by a certified ISEMOA auditor. A certified ISEMOA auditor is a person, who has successfully participated in an ISEMOA auditor training course. For the implementation of the ISEMOA QMS, ISEMOA auditors need to have the following qualifications:

- detailed knowledge of the ISEMOA QMS, the success factors and the pitfalls
- detailed knowledge of the roles of the different actors in the ISEMOA process
- knowledge of the principles of the Design for All / Barrier-free Design / Universal Design concept
- basic knowledge of the needs of all the PRM groups, and of the most frequent barriers for the different PRM groups in public space and public transport
- knowledge of good practice examples to avoid or overcome barriers in public space and public transport
- practical skills regarding moderation of discussions, mediation between conflicting points of view, and target-oriented guidance of participation processes

4 FINAL REMARKS

The current document provided an introduction and general description of the ISEMOA QMS for municipalities and cities. A similar document is available for regions (D4.2 Quality management system for improving accessibility in regions). To learn more about the implementation in a step by step manner and about the materials used for the ISEMOA audit, consult the Step-by-step guide for ISEMOA auditors (see www.isemoa.eu). The implementation of the ISEMOA QMS shall be undertaken by a certified ISEMOA auditor. The contact details of these auditors can be found on www.isemoa.eu.