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Green LaMiS

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The Decalogue — 10 Key Points on Greening the Care of Our Cities

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FINAL VERSION

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A. About Green LaMiS

For Politicians | For Social Services | For Citizens

Green LaMiS (Greening the Last Mile of Public Home Services Delivery) is an Interreg Central Europe project that tested a new approach to reducing the environmental impact of home social service delivery — referred to in the project's technical outputs as HDSS (Home Delivered Social Services) — in three European cities: Bergamo (Italy), Szombathely (Hungary), and Klis (Croatia). The project introduced electric vehicles and route optimisation tools into home care operations, developed a Carbon Footprint calculation methodology, and established a shared framework of Key Performance Indicators (KPIs) to monitor progress.

What makes Green LaMiS distinctive is its starting premise: that caring for people and caring for the environment are not competing priorities. They are the same priority, pursued through the same actions, in the same neighbourhoods, for the same communities.

This Decalogue distils the most important lessons from that experience into ten concise points, organised for three audiences: those who make policy decisions, those who deliver and manage social services, and those who live in, use, and shape the cities where care happens.

B. Part I — For Policymakers and Elected Officials

Political leadership is the engine of change in green social mobility. Where it is present, transformation happens. Where it is absent, the results of even a well-run project risk disappearing once its funding period ends. The following four points are addressed to those who set direction, allocate budgets, and sign off on strategic plans.

1. Mobility for care IS environmental policy.

Every day, hundreds of care workers drive across your city to deliver meals, medication, and companionship to its most vulnerable residents. Those journeys produce CO2 emissions, contribute to traffic congestion, and consume fuel — yet they appear in no urban mobility plan, SUMP (Sustainable Urban Mobility Plan), or SECAP (Sustainable Energy and Climate Action Plan). Green LaMiS has shown that measuring and greening those journeys is both feasible and impactful. The first step is recognising that social service delivery is part of the urban mobility system — and treating it as such in your planning documents. These journeys are a small part of a city's traffic: Bergamo's mobility councillor put them well under one per cent of daily trips. Their weight lies elsewhere. Taking someone to the service they need is already an act of care, and a visible example that other parts of city life can follow.

2. Connect your departments before you connect your vehicles.

In all three Green LaMiS pilot cities, the most persistent barrier was not technical but organisational: mobility departments and social service departments did not talk to each other. Green vehicles are only useful if the people responsible for mobility know what care workers need, and the people responsible for care know what green options are available. Establishing a formal coordination mechanism between these

departments — even a quarterly joint meeting with a shared work plan — is the single most impactful structural change a municipality can make.

3. Embed results in strategic documents before the next revision cycle.

Strategic plans (SUMPs, SECAPs, social service frameworks — for example Bergamo's PUMS (Piano Urbano della Mobilità Sostenibile, Italian for Sustainable Urban Mobility Plan), Szombathely's SUMP, or Klis's Green Urban Renewal Strategy) are revised every two to three years. That is your window for integration. If the lessons from Green LaMiS are not formally incorporated at the moment of revision, they risk disappearing when the project closes and the staff who carried it move on. Identify now who will be responsible for the next revision of your city's mobility plan, ensure they know about the project's results, and task them explicitly with including a chapter on social service mobility.

4. Political endorsement is not ceremonial: it is a starting condition.

Green LaMiS partners noted that "a shift in leadership mindset matters more than formal integration into plans." Where elected councillors for social affairs and mobility understood and championed the project from the outset, buy-in from operational staff and service providers followed more quickly and more durably. Do not wait for results to celebrate before involving political leadership. Commit at the top, name a responsible champion, and create the institutional expectation that this is a permanent agenda — not a one-off experiment. Bergamo's Mayor said it plainly at the final conference: signing a manifesto is not a formality, and the commitments in it are there to be honoured.

C. Part II — For Social Service Managers, Providers, and Care Workers

The people who design, manage, and deliver home care services are on the front line of both the social and environmental transitions. They know their routes, their users, and their vehicles better than anyone. These three points speak directly to their experience — and to the change they are already making.

5. Caregivers are already urban mobility innovators.

The home care workers who participated in Green LaMiS did not just adopt new vehicles — they adapted their daily routines, reorganised their routes, and began logging data that no one had ever asked for before. In Klis, the simple act of recording daily mileage at vehicle drop-off — already part of a new electric vehicle workflow — created a monitoring system at near-zero additional cost. Social service providers have the operational knowledge to drive the green transition of their sector. What they need is the mandate, the tools, and the recognition to do so. Klis shows what this looks like. Staff who once drove their own cars and paid for fuel out of modest salaries now collect a fully charged electric car from a municipal pool. Some were reluctant at first, yet within a week they did not want to hand back the keys, and they became the project's first voices in the community.

6. You do not need a revolution. You need better data and the right vehicle.

Green LaMiS did not require a complete reinvention of home delivered social services. It required three things: two electric vehicles per pilot city, a shared methodology to measure CO2 emissions, and the willingness to log what was already happening. Those three ingredients were enough to produce measurable results, shift institutional mindsets, and create the evidence base for further investment. The lesson is not that change is easy — it is that it can start small and grow. The pilots' advice is practical. Start from a real service, not from a document; bring drivers and dispatchers in from the beginning; collect data from the first day; and expect that a provider, a vehicle or a schedule may change along the way. Begin with one vehicle, one route, one service. Measure it. Share the results. Build from there.

7. Sustainable care and a sustainable environment reinforce each other.

Green mobility is not an add-on to good social care: it is part of it. Efficient route planning reduces caregiver travel time — leaving more time for direct contact with each person receiving the service. Electric vehicles are quieter and more comfortable for caregivers who spend hours in them each day. Cleaner air in the neighbourhoods where vulnerable people live directly improves health outcomes for those who are already most exposed to pollution. And a more organised, data-driven mobility system makes social services more competitive when tendering for public contracts. For some people the benefit is immediate: in Szombathely, a person with autism took to the new vehicle precisely because it is silent. There is no trade-off here. Caring for people and caring for the planet are the same work.

D. Part III — For Citizens and the Care of the City

Cities are shaped by the choices of those who live in them — as voters, as service users, as neighbours, and as members of communities that care for each other. The final three points in this Decalogue speak to that dimension: what green social mobility means for ordinary city life, and what citizens can ask of their local authorities.

8. The people who care for your neighbours are part of your city's mobility system.

When you think about urban traffic, you probably picture commuters, delivery vans, school runs. You probably do not picture the caregiver driving across town to help an elderly neighbour get dressed, prepare a meal, or take medication. But those journeys are happening in your city every single day — dozens of them, sometimes hundreds. They contribute to congestion and emissions just like any other vehicle. And they are largely invisible to urban planners. Recognising the care economy as part of the mobility system is the first step towards making cities more just and more sustainable at the same time.

9. Clean air and social care live in the same neighbourhoods.

The residents most dependent on home care services — the elderly, people with disabilities, those living alone with chronic conditions — are also among those most vulnerable to air pollution. They spend more

time indoors near busy streets. They cannot easily move away from polluted areas. They depend on others to bring the world to them. Greening the vehicles that deliver their care is therefore not just an environmental action: it is a health equity action. It protects the people who most need protection, in the places where they live. This is what it means to take care of a city.

10. This model works in your city too. Ask for it.

Green LaMiS has demonstrated — in a mid-sized Italian city, a Hungarian regional capital, and a small Croatian municipality — that you do not need to be Paris or Amsterdam to green your social care mobility. The tools are developed. The methodology is tested. The lessons are documented. If your local authority is not yet integrating social service delivery into its urban mobility planning, the question to ask is not "Is it possible?" It demonstrably is. The question is: "What is stopping us?" — and that is a question citizens are entitled to put to their elected representatives.

E. The Green LaMiS Conviction

The care of people and the care of the environment are not competing priorities. They are the same priority, pursued through the same interventions, benefiting the same communities. A city that takes care of its most vulnerable citizens and takes care of its environment is a city that understands what sustainability truly means.

F. Glossary of Acronyms

- **CO2** — Carbon Dioxide
- **HDSS** — Home Delivered Social Services
- **KPI(s)** — Key Performance Indicator(s)
- **PUMS** — Piano Urbano della Mobilità Sostenibile (Italian for Sustainable Urban Mobility Plan; term used in Bergamo)
- **SECAP** — Sustainable Energy and Climate Action Plan
- **SUMP** — Sustainable Urban Mobility Plan

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