

Transport for London

Cycling for business



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1. Executive summary

Economic growth and prosperity are indelibly linked to an efficient transport system, as well as to people's health. Even relatively small changes in behaviour can have positive impacts on revenues, as well as improving people's working environment. Ensuring the future prosperity and economy of London is in our hands, as is the environment and health of our city. As business leaders, your actions can make a real difference.

The success of London is the cornerstone of the UK economy. It not only generates a significant percentage of the country's export earnings, but also contributes more in revenues than any other region. London is set to contribute to the nation's future growth, both in economic and population terms. A foundation of this success is the Capital's transport system, which will see a significant increase in both demand and investment. London's Underground network, the oldest in the world, carries around the same number of people as the entire national rail network. So the Tube upgrade work is vital to increase capacity and address past investment constraints. In addition, Crossrail will also deliver huge economic development benefits and generate up to £36bn for the UK economy. This investment will go some way to easing congestion in the future. However there are also short-term issues that must be addressed. Programmes that offer people alternatives to the car, such as the Mayor's cycling revolution and measures which smooth traffic flow, all help reduce congestion on the network, reduce emissions and improve air quality.

London's air quality has improved dramatically since the 1950s when legislation was introduced to prevent the infamous 'pea souper' smogs that blighted the Capital. Despite this, air pollution is still an issue for London, affecting health and everyday quality of life. Along with many other European cities, parts of London experience high levels of the most harmful pollutants; oxides of nitrogen (NO_x) and fine particles (PM₁₀)

Air pollution has an impact on everyone living and working in London. The Mayor is already delivering policies that are making the air in the city cleaner. These guides demonstrate the benefits of these policies for the Capital's businesses, both in financial and corporate social responsibility terms, and benefits to the economy from attracting new employers. Clearly, there is no 'one size fits all' solution and different activities will benefit some employers more than others.

2. Introduction – The benefits of cycling to work

2.1 Context

Cycling's on the up

Those who live and work in the Capital cannot have failed to notice the cycling revolution taking place on London's streets, particularly within the central areas. Londoners have been quick to grasp that cycling offers a cheap and healthy transport option that delivers the most reliable journey times. In recent years this quiet revolution has been helped by well publicised and visible projects such as the Barclays Cycle Hire and Barclays Superhighways initiatives.

Equally important is the Biking Boroughs project. This is a three-year, £4m funding programme for a number of London boroughs, focused on measures which will encourage cycling and the infrastructure legacy of the 2012 Games. These will create an environment in which cycling is encouraged by making it easier and safer.

The recent increase in cycling has brought both financial benefits to organisations within the city and health and environmental benefits to Londoners and visitors. At the same time, reductions in congestion, partly brought about by more cycling, have reduced the impact of pollution, improved journey times for public transport and made the delivery of goods and services quicker and more efficient.

Improving air quality

With zero emissions, cycling clearly has an important role to play in reducing pollution and thereby improving air quality. The global benefits of reducing greenhouse gas emissions are becoming increasingly recognised. However, at a local level it is the adverse air quality consequences of emissions that are of most concern, especially emissions of fine particles (referred to as particulate matter –PM₁₀ and PM_{2.5}) that have potential for the greatest damage to the health and wellbeing of those who live and work in the Capital. A study¹ by the World Health Organisation in 13 Italian cities has shown that particulate matter can be responsible for up to nine per cent of the deaths of people over the age of 30 within modern industrialised cities. However, not all of the particulate pollution in London is generated from within the city. Of the proportion that is, road traffic is the greatest contributor to PM₁₀ as a result of engine emissions and tyre and brake wear.

¹ Health Impact of PM¹⁰ and Ozone in 13 Italian Cities, WHO 2006
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The purpose of this guide

This guide is aimed at all those organisations that care about the vitality and prosperity of London and the wellbeing of those who work and live within it, and wish to encourage and facilitate cycling to the workplace.

2.2 Employer benefits

Financial

A workforce that regularly cycles to work will be fitter and healthier, both physically and mentally. For this reason alone cyclists can be relied on to be more alert and productive than their less active counterparts. In the USA, workplace physical activity programmes have been shown to reduce short-term sick leave by between six and 32 per cent. Other research suggests that cyclists live, on average, two years longer than non-cyclists and take 15 per cent fewer days off work through illness².

The chances are that employees will also be more punctual, as journey times for cyclists are more consistent than for all forms of motor traffic (including buses) at peak periods³. This is because cycling is more resilient in being able to adapt to unforeseen delays. In addition to increased productivity, from a business point of view, there could well be other benefits to be gained from encouraging cycling to work. Reductions in off-site parking could bring down overheads and reductions in on-site parking can free up space for more profitable uses.

Case study: Investing to save

GlaxoSmithKline (GSK)

When GSK had to choose between providing car parking at an annual cost of £2,000 per space at its worldwide headquarters in Brentford, or supporting those who cycle to work for £400 a year, it was an easy decision to make. The number of staff cycling to work has increased from 50 to 450 (out of 3,600).



² Cavill, N., Davis, A. 2007, Cycling and health: What's the evidence?, Cycling England

³ Cycling Works! How employers can benefit from increased cycling, National Cycling Forum

Corporate and social responsibility

An important part of an organisation's response to its corporate and social responsibilities (CSR) is the reporting of its carbon emissions. Being able to quantify reductions through the use of bicycles in place of motorised transport is a helpful way of demonstrating a responsible approach to these issues.

Greenhouse gas reporting is usually split into three scopes. Increased cycling can contribute to reductions in all three as follows:

Scope	Nature	Cycling's contribution
1	Direct emissions, such as manufacturing and site operation	Pool bikes (or an employee's own) can be used for transport around a larger site
2	Products and services bought by the organisation	Responsible sourcing can include the use of cycle couriers and delivery by bicycle for the 'last mile', such as sandwich deliveries
3	An organisation's own use of transport	Bicycle use can replace cars and public transport for journeys to work by employees. Bicycle use can also take the place of car and public transport use (including taxis) for short work trips

It is within Scope 3 that cycling can make the greatest contribution to reductions in both carbon emissions and improvements to local air quality (through reductions in PM and other tailpipe emissions). Detailed CO₂ calculators are available on the Defra website (www.defra.gov.uk)

Quantifying a reduction in particulate pollution

While carbon emissions from various forms of transport can be quantified in terms of tonnes per year, there is no readily available way of establishing reductions in PM₁₀ and PM_{2.5} in relation to different forms of motorised transport such as cars, buses, taxis and Tube. However, it is self evident that a percentage reduction in the use of such modes will deliver a corresponding percentage reduction in particulate emissions.

Cars are responsible for 50 per cent of PM₁₀ road transport emissions across London.

Another way of demonstrating an organisation's commitment to CSR is through contributing to the 'greening' of London. Where space is available, the planting of trees, shrubs and grass can act as useful 'vegetative traps' which help manage the spread of particulates. Where space is limited, innovative approaches can be taken, such as creating suitably planted green roofs or walls. Even placing a green roof on a cycle shelter, where appropriate, or using planters in hard landscaped areas can make a positive contribution as well as creating a pleasant environment.

As a final incentive, encouraging cycling can also be a good way of improving an organisation's image when preparing its own Environmental Management

System, such as ISO 14,001, BS8555 or Eco-management and Audit Scheme (EMAS), or when it needs to demonstrate to key decision-makers that it has responded to Government initiatives.

Business Travel Strategy

There will also be times when the provision of cycle parking is a natural outcome from a Business Travel Strategy – a management tool that replaces a travel plan and looks more widely at improving sustainable options for staff commutes and business trips during the working day. This tool also addresses matters of responsible sourcing of goods and materials, together with the delivery of goods, services and raw materials. The Business Engagement Team at Transport for London (TfL) provides expert advice, support and funding for the development of a Business Travel Strategy and can be contacted through TfL’s website at tfl.gov.uk

Business case

When establishing the business case for encouraging cycling to work, securing senior management support is essential to make it work. Identifying a cyclist among senior staff who will champion the concept – and be seen to be practising what is preached – is ideal.

A range of issues will need to be considered by an organisation as part of its business case to address costs versus benefits. Depending on the scale and nature of the organisation, these may include:

Costs	Benefits/savings
Site audit and health and safety issues	Healthier staff results in reduced time off for sickness
Purchase and installation of equipment (showers, cycle parking) as necessary	Increased productivity through reduced journey times where bikes are used for business trips
Maintenance of facilities	Reduces need for on-site and off-site parking
Staff time to implement and publicise	Reduces travel costs where staff use their own bikes for work trips
	Satisfies planning obligations (in the case of new development)
	Delivers a more effective business travel strategy
	Provides positive carbon reductions
	Contributes to Environmental Management System
	Enhances corporate and social responsibility

Risk

In terms of risks in the broadest sense, this should be considered against evidence that it is far less healthy to live a sedentary lifestyle, and cycling is no more dangerous than car use.⁴ For more information on the issue of risk for an organisation, see the Appendix.



Case study: Rewarding green behaviour

Park Inn, Heathrow

Park Inn became the first hotel at Heathrow to gain silver accreditation with the Green Tourism Scheme ([Hwww.green-business.co.uk](http://www.green-business.co.uk)). The site's Workplace Travel Plan is a key part of this and, to date, the hotel has achieved a 10 per cent reduction in car use. Park Inn developed its travel plan with assistance and funding from TfL and has encouraged cycling with improved facilities such as 10 new bike racks. Reflective slap wraps, water bottles, rucksacks and cycle repair kits were also given to staff.

2.3 Employee benefits

Financial

Compared with other forms of transport, once bought, a bicycle costs very little to run and maintain. It also has the added benefit of being exempt from the Congestion Charge. Once an individual has been encouraged to examine the savings to be made, this will become a strong incentive to consider cycling to work.

Convenience

One of the greatest benefits of cycling is the speed and convenience short journeys can be made. Even when cycling at a moderate pace a journey of three miles can be made in around 20 minutes. This compares well against a three-mile Tube journey in Inner London which would take about 15 minutes, or a three-mile bus trip in Outer London which would take about 33 minutes⁵.

4 Cavill, N., Davis, A. 2007, Cycling and health: What's the evidence?, Cycling England.

5 Three miles by Underground in Inner London - 15.49 minutes; three miles by bus in Outer London – 33.68 minutes, Source: London Travel Demand Survey 2008/09, TfL

Safety

There is ample evidence to show that as the number of cyclists increases, the level of cycling accidents decreases⁶. A good example of this is the decline in recorded cycle accidents that has occurred since the introduction of the Congestion Charge in London⁷.

Health benefits

The World Health Report (2002) estimates that physical inactivity is responsible for 10 per cent of strokes in developed countries, 20 per cent of coronary heart disease, 10 per cent of all non-smoker cancer deaths, and three per cent of other diseases.⁸

Cycling's contribution to combating the impact of the sedentary nature of many jobs is of direct benefit to business. The UK leads Europe in the number of incidences of absenteeism per employer per annum. The Chartered Institute of Personnel and Development's Annual Absenteeism Survey Data for 2010 identified that the annual cost per employee due to absenteeism was £600, this equates to around £78 per employee per annum, and an average of 7.7 days per person.⁹

Hendriksen et al (2010) study of Dutch cyclists discovered a statistically significant relationship between more regular cycling and absenteeism: Regular cyclists took 7.4 sick days per annum, compared to 8.7 sick days for non-cyclists.¹⁰ The report concluded that 'compared with people who cycle a short distance three times a week, people who cycle more often and longer distances are absent on fewer days.'

Promotion of cycling as means of improving the health and wellbeing of the workforce is seen as a major contributor in the reduction of minor illnesses and short-term absence. Reports have identified that 'cycling to work is associated with less all-cause sickness absence. The more often people cycle to work and the longer the distance travelled, the lower the absenteeism. Mean absenteeism in cyclists is significantly lower than in non-cyclists.'¹¹

6 Mayor of London - Transport for London, 2007, Congestion charging: Impacts monitoring, Fifth annual report July 2007, London, TfL

7 Elvic, R. 2009, The non-linearity of risk and the promotion of environmentally sustainable transport, *Accident Analysis and Prevention*, 41: 849-855

8 WHO (2002), *The World Health Report 2002: Reducing risks to health, promoting healthy life*, Geneva.

9 Chartered Institute of Personnel and Development, *Absence Management Annual Report*, 2010.

10 Hendriksen, J.M.I., Simons, M., Garre, F. G., Hildebrandt, V.H. (2010), The association between commuter cycling and sickness absence, *Preventive Medicine*; v51; pp: 132-135

11 Hendriksen, I.J., Simons, M., Garre, F. G., Hildebrandtx, V. H. (2010), The association between commuter cycling and sickness absence, *Preventive Medicine*; v5; pp:132-135

Medical studies have also shown that cycling can considerably reduce the risk of cardiovascular risk,¹² premature death¹³, obesity¹⁴, and in the process, improve the general state of health.¹⁵

Employers who factor in these considerations when risk rating the promotion of physical activities to employees are able to build the business case based on an understanding of the cost and risk implications of a sedentary workforce.

12 Hamer, M., Chida, Y. (2008), Active commuting and cardiovascular risk: a meta-analytic Review, *Preventative Medicine*. v46; pp: 9–13

13 Matthews, C.E., Jurj, A.L., Shu, X.O., Li, H.L., Yang, G., Li, Q., Gao, Y.T., Zheng, W. (2007), Influence of exercise, walking, cycling, and overall non- exercise physical activity on mortality in Chinese women, *American Journal of Epidemiology*, 165; pp: 1343–1350

14 Wen, L.M., Rissel, C., (2008), Inverse associations between cycling to work, public transport, and overweight and obesity: Findings from a population based study in Australia *Preventative Medicine*, v46; pp:29–32

15 Dill, J. (2009), *Bicycling for Transportation and Health: The Role of Infrastructure*, *Journal of Public Health Policy*.v3; S95–S110. doi:10.1057/jphp.2008.56

3. Addressing reasons for not cycling to work

The table below summarises a range of popular measures that will help encourage and facilitate cycling to the workplace by addressing common reasons for not cycling to work. The measures are explained in more detail below:

Reason	Solution
I'd need to shower and change	Provide showers and changing rooms
I need to dry my hair, towel and damp clothing	Provide hair dryer, drying room or drying cabinet, plus an iron and ironing board
There's nowhere to store my clothes and kit	Provide lockers
I'm nervous about cycling to work	Provide training
I'd want to try it first without buying a bike	Loan pool bikes for taster sessions
My route is hilly	Loan electric pool bikes for taster sessions
I'll need help to buy a new bike	Start up a Cycle to Work Scheme
I'd want someone to come with me the first few times	Create a Bicycle User Group (BUG) to provide a bike buddy system
I'd like a financial incentive for cycling to work	Start up a reward scheme
I don't know how to look after a bike	Introduce a Bike Doctor service scheme
I won't be able to get home in an emergency	Provide a guaranteed ride home
I'll want to avoid the traffic	Allow flexible and home-working
I want somewhere to park my bike and park it in the dry	Provide covered cycle parking
I need to know where the cycle parking is	Provide suitable signage
I want my bike to be safe	Enhance personal and cycle security
I'll want to be paid if I use my bike for work	Pay cycle mileage
I don't know what my organisation is doing for cyclists	Provide suitable publicity
I want my employer to show its commitment to cycling	Sign up for the Cycle to Work Guarantee
I want to be sure it won't be a 'nine-day wonder'	Embed cycling within the Business Travel Strategy and monitor and review progress through the regular appraisals that form part of the strategy

3.1 Showers and changing rooms

Many people who cycle to work welcome the opportunity to take a shower when they arrive, especially if they have travelled some distance. These can be provided with the installation of purpose-made portable buildings or, at minimal expense, by using space within existing premises (one local authority converted little-used toilet facilities set aside for department heads). Given the health benefits of regular exercise, further value can be gained from making showers available to people exercising during the lunch break or after work. To work out how many showers are needed it is important to consult staff, possibly with the help of the BUG (see 3.8 below).

Case study: Clear benefits in sustainable travel

Clear Insurance Management Ltd

An insurance and wealth management business based in Kingston upon Thames, Clear Insurance, joined TfL's 'A New Way to Work' initiative and used match-funding to make a number of improvements to its facilities.

'We installed showers as recommended so that staff who cycle into work could freshen up when they arrive. We also introduced cycle racks so that they felt comfortable leaving their bikes outside, and took advantage of cycling courses for those people who felt they needed more confidence. We now have more staff cycling to work.'



There are no accepted guidelines for the number of showers. However, the provision of two showers plus an extra one for every additional 50 employees appears to be sufficient. The use of flexible working times can ease pressure on facilities at peak periods.

Although employees often state the absence of showers as a reason for not cycling, often the opportunity to change to smarter clothes or out of wet ones is more important. Ample changing rooms should therefore be provided. These can also house drying facilities.

**Case study: Cottoning on
GlaxoSmithKline (GSK)**

As part of its award-winning commitment to support those who cycle to work, GSK provides freshly laundered towels for employees wishing to shower on arrival. The secret to success, apparently, is to make sure that there are always more than enough available. This means that no one is tempted to borrow a towel and then hang on to it so they always have one available.



3.2 Drying facilities – towels, hair driers and irons

Although it doesn't rain as often as commonly thought during journeys to and from work, there will occasionally be the need for cyclists to dry clothes that have become wet during the trip. Rather than have damp items stored in lockers, or hung around the premises, simple drying or airing facilities can make life better for everyone. If there is not enough room to create a secure, warmed and ventilated room where clothes and towels can hang freely, a purpose-made drying cabinet may do just as well, especially if the workforce is small.

Providing towels, hair dryers and irons would also be welcome and would provide a clear commitment to encouraging cycling.

3.3 Lockers

If there is nowhere else to store personal belongings securely, the provision of personal lockers would be welcomed by those cycling to work. These allow people to store essential items such as pumps, helmets, washing kit and spare clothing. They also help to avoid unnecessary and unsightly clutter around the workplace which could present health and safety issues.

A good target is one locker for each cycle parking space, plus an extra 20 per cent to allow for increases or for those who choose to exercise during the lunch hour or after work.

Case study: Nine per cent increase in cycling for Brixton charity

The Catholic Agency for Overseas Development (CAFOD)

Through TfL's 'A New Way to Work' scheme CAFOD replaced four car parking spaces with 10 cycle stands. Locker and shower facilities were also installed to further promote cycling.

The introduction of these measures has raised awareness among employees, with targets for cycling exceeded. To date, single occupancy car journeys have also been reduced.



3.4 Training for staff

Supplying cycle training for staff, or helping them find it for themselves, can be a useful way of encouraging people who might be a little nervous about even attempting to cycle to work. It may also be an appropriate response to a risk assessment. A number of schemes are available and details appear at the end of this document. For those who just need a little extra encouragement, getting the BUG to operate a buddy scheme to show potential cyclists the best routes to work is also a positive step (see above).

**Case study: Providing confidence
Epsom and St. Helier NHS Trust**

The trust is located within the London Borough of Sutton, which received funding through TfL's 'A New Way to Work' initiative. As such it was fortunate to benefit from a strong relationship with the TfL team and receive free cycle training sessions and maintenance checks for staff.

The feedback from the successful courses included comments as 'I thoroughly enjoyed this day', 'I am able to cycle with confidence' and 'it was a good refresher course and I am now cycling to work'.



3.5 Pool bikes

If an organisation's site is large, or if employees have to make short work-related trips, a supply of pool bikes rather than cars could increase efficiency and reduce costs. Pool bikes can also form part of any 'get-you-home' support package. As an added bonus, they could even be loaned to staff making short trips off-site during the lunch hour to shop or exercise. They could also be used on a trial basis by employees who are thinking of cycling to work but don't have access to a bike and want to try it before buying. More information, including advice on the health and safety aspects of pool bikes, is contained in Pool Bikes for Businesses, available from the Business Engagement Team at TfL, email Businessengagement@tfl.gov.uk.

Alternatively, it may be worth considering leasing a bike to individuals or providing loans so staff can buy their own cycles. Such loans could be combined with public transport season tickets so employees can make longer journeys, perhaps as the result of having bought a folding bike. An alternative option would be to promote the Barclays Cycle Hire scheme to staff and use this as a form of pilot. Having employees seen to use such a high profile means of travelling within the city is another helpful way of placing an organisation's approach to CSR and air quality management. For more information on pool bikes and loans, visit the cycling section of TfL's website – (tfl.gov.uk/cycling)

3.6 Electric bikes

Electric bikes are becoming increasingly popular. Once seen as providing assistance for people who have mobility issues or for use in hillier areas, these are becoming increasingly popular for longer commuting journeys and as a cheaper and more environmentally-friendly alternative to car use. Alongside the commercial benefits for the individual, the use of electric bikes as pool bikes should also help achieve CSR objectives by demonstrating a proactive approach to helping to improve local air quality and reduce carbon and other emissions.

Electric bikes come in all shapes and sizes, very much like traditional bicycles, and some even fold. Most will have their own kick-down stands. However, owing to the addition of a battery and electric motor they are generally heavier than a normal bicycle. As a result, parking provided for them should not require such bicycles to be lifted. Where Sheffield stands are provided, the spacing should also allow for the bicycle's own stand to be used. It may be necessary to designate parking spaces for electric bikes as these will be seen as easier to use and may attract traditional bike users.

3.7 Salary sacrifice schemes

To promote healthier journeys to work and reduce environmental pollution, the Government introduced a tax exempt scheme which allows employers to offset up to¹⁶ £1,000 of an employee's salary, against a loan of cycles and safety equipment. Most employers allow employees windows in which they can apply for this scheme in order to reduce administrative burden and maximise promotion of the schemes. Financial costs of the scheme operation are easily offset by using existing benefit providers for efficiency and owing to reduced employer National Insurance contributions.

Salary sacrifice schemes are also seen as best practice and are a component of the Cycle to Work Guarantee. Full details of this initiative are set out in the Cycle to Work Scheme guidance available on the Department for Transport's (DfT) website (www.dft.gov.uk)

3.8 Bicycle User Group

Another useful form of continued support for people who have started cycling to work is the formation of a bicycle user group or BUG. This can be made up of staff members who are already cycling and are keen to see others doing the same. Not only can members help publicise the benefits of cycling and the facilities available, they can also monitor and provide useful feedback on the effectiveness of measures introduced (for example, the need for more cycle parking). If the organisation is taking forward a business travel strategy the BUG could provide additional help by consulting with others already cycling to work, as well as liaising with the local council.

BUGs can support fellow cyclists by managing any shared resources that have been provided, such as pumps and repair kits. They can also help employers by running a bike registration scheme. This is a useful way of keeping a record of people who ride to work and identifying a bike's owner. Not only is this good feedback for an organisation's travel plan, it is also valuable if a bike has been damaged or needs to be moved for some reason, particularly if several businesses share the same site. It also provides a convenient way of introducing new cyclists to the BUG so that contact can be made and maintained.

An additional but valuable role that BUGs can play is the provision of a bike buddy who can help someone who wants to cycle but perhaps lacks confidence. The bike buddy can ride to work with them and show them the best short cuts and safest routes. They can also usefully act as ambassadors who can spread the word positively about an organisations approach to CSR and air quality, so achieving an unconscious buy-in by staff

¹⁶ A higher figure maybe allowed to accommodate facilities for an employee with a disability

Even in a small organisation, just one keen individual willing to get involved, particularly if they are a senior member of staff who can act as a cycling champion, could make a big difference in encouraging colleagues to cycle to work.

More information on BUGs can be found in the National Business Travel Network's (NBTN) The Essential Guide to Travel Planning (www.nbtn.org.uk). In addition, www.cyclefriendlyemployers.org.uk provides more on this topic.

Pumps and repair kits

A simple but effective form of support for cyclists is the provision of a good quality pump and decent repair kit for use in an emergency. A local bike shop will be able to give advice on what is needed and the BUG can help look after it, and possibly provide assistance, should someone get a puncture or minor mechanical failure on their way to work.

3.9 Incentive schemes

Everyone likes to be rewarded and cyclists are no exception, so a number of incentives can be used to encourage cycling to work. These range from a cheap, or, better still free, 'bikers' breakfast' on arrival at work during National Bike Week to discounts on bikes, accessories or clothing by arrangement with a nearby bike shop. Local retailers are usually keen to get involved as they will expect to see more customers as a result (see also publicity within the workplace on page 28).

Rewarding those who consistently ride to work can also help overcome the natural resistance to cycling when, for example, the weather is particularly off-putting.

Case study: Racking up the miles

GlaxoSmithKline (GSK)

Keen to reinforce existing behaviour and encourage further change, GSK introduced a Bike Miles scheme to reward staff every time they cycle to work. On arrival, cyclists present their 'gold card' and are given a sticker worth £1 which they save in a booklet. Once full, this has a value of £200 to which a further bonus of £60 is added by GSK (the company absorbs all National Insurance and tax costs). This can then be spent on bikes or equipment from local suppliers.

Image GSK



3.10 *Bike Doctor schemes*

Working with a local cycle shop to provide regular on-site checks and minor repairs on a regular basis can help ensure that employees don't stop cycling because their bike becomes no longer roadworthy. The same service can also be used to service pool bikes.

3.11 *Guaranteed ride home*

Some potential cyclists could be put off by fears of not being able to get home in an emergency. They might, for example, be concerned that they would be stranded if their bike is damaged in some way, especially if the workplace is not near a bike shop or if they work shifts. This worry could be overcome with the introduction of a scheme that provides a guaranteed ride home. This could be through a colleague who uses a car for work, the purchase of a bus ticket or even a taxi. Such emergencies rarely arise so the costs are minimal and, with efficient administration, unlikely to be abused. However, knowing that this level of help is available if needed will provide reassurance among employees that will reflect well on any employer.

3.12 *Sustainable working practices*

The introduction of flexible working hours based around a core time for attendance in the workplace can help cyclists pick their optimum times to travel and avoid local congestion at peak periods. Although working from home may not appear to be a promotion of cycling to work the chances are that cyclists will live relatively close to their workplace. This means that if their activities are suitable for working at home they can be called into the office at shorter notice, should the need arise, than someone who faces a longer commute.

3.13 *Cycle parking*

Cycle parking is undoubtedly the most important element of encouraging and facilitating cycling to the workplace. This is demonstrated by research by the Greater London Authority (GLA)¹⁷ which has shown that the quality of cycle parking provision and fear of cycle theft both play a significant part in a person's decision whether or not to cycle. Around 40 per cent of respondents said they would cycle more regularly if better parking was available.

¹⁷ Stand and Deliver Cycle Parking in London, (GLA Transport Committee, 2009)

In addition to the guidance provided within this document, further information can be found in Chapter 8 of the London Cycling Design Standards available through tfl.gov.uk

Please note that unless stated otherwise, it is presumed that all cycle parking will be on privately-owned land

Cycle parking principles

A number of principles¹⁸ have been developed to explain best practice in the provision of cycle parking. They have been included here to help promote an understanding of what works and what doesn't.

Visible

Cycle parking should be easy to find and well signposted. Facilities that are difficult to locate may prevent staff from using them.

Accessible

Cycle parking should be easy to access and preferably within 20 to 30 metres of the building. Placing it close to the front door will make a positive statement to both staff and visitors.

Safe and secure

Not only should it be possible to securely lock the bike frame and wheels to something fixed, cyclists using the parking should not feel that their personal security is at risk. A site that is overlooked and allows surveillance by passers-by offers the best form of security.

Easy to use, manage and maintain, and regularly monitored

Stands should support all types of bicycle, even when knocked, and be easy to use by employees and visitors alike. If parking proves difficult to use it may well be ignored and bikes could be left in less convenient places, creating a hazard and getting in the way of others.

Robust finishes that reduce whole-life costs and do not scratch bikes are preferred. Lockers work best when they are assigned to individuals and have effective key management systems. Surfaces under and around stands and lockers should be easy to sweep. Parking levels should be regularly monitored to establish the need for more spaces and abandoned bikes should be removed. These are everyday tasks for an efficient premises management team.

Consistently available

Where parking is required for short periods, for example in shopping areas, small clusters of stands at frequent intervals will often provide a better service than bigger groupings at fewer sites. This is equally true of large employment sites where staff are based in different buildings.

¹⁸ Cycle Parking – Principles of Best Practice, Alex Sully, Velo Mondial 1998
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Covered

Covered long-stay parking at any site will make cycling a much more attractive option. This is especially important for employee parking and is very strongly recommended. It would also be a welcome provision for visitors.

Connected

Cycle parking should complement both the on and off-road cycle networks and destinations along the way. Employers may find it helpful to look at how cycle-friendly the site entrance and routes within the local area are¹⁹.

Linked to other services

In the context of the workplace, cycle parking can be integrated with other measures such as visiting bike repair services and pool bike operations (where applicable). It is also worth remembering that visitors, customers and staff can all potentially share the cycle parking provided.

Attractive

The design of cycle parking equipment should fit in visually with its surroundings. High quality always makes a statement about commitment.

Unobtrusive

Cycle parking should not get in anyone's way. It will also need to comply with the requirements of the Equality Act 2010. Keeping cycle parking away from people and vehicles moving about a site will also help meet health and safety requirements.

Number of spaces required

Research has shown that currently there is currently no universally agreed methodology for deciding how many parking spaces to provide²⁰. However many local authorities have developed their own standards based on existing use and their targets for cycle journeys to work. When developing a new cycle parking site, the local borough will advise how many spaces should be provided during the planning application process.

Alternatively, a rough guide would be to provide parking for everyone who already rides to work, plus another 50 per cent. Over-provision seems to attract cyclists so organisations should be prepared to monitor the levels that result. When looking at existing capacity and, where space permits, a good rule of thumb is to add another 20 per cent additional capacity every time occupancy levels of existing provision reach 80 per cent. This approach will provide the comfort that a space will always be available.

¹⁹ Free cycle maps are available for London and can be ordered through tfl.gov.uk/cycling

²⁰ Transport Initiatives for Bedfordshire County Council

Locating cycle parking

It would be beneficial to cyclists if the parking is sited as close to the entrance of the building as possible. This is not just to shorten the distance they have to walk, but because bikes can then be seen by people coming and going and, hopefully, by colleagues inside the building. Situating the facilities close to the main entrance and providing cover from the rain also makes a very positive statement of commitment. If it can be located so that it can be shared by visitors or customers as well, even better.

If help is needed in deciding where to place cycle parking facilities, it may be helpful to take a look at where cyclists are currently parking, as that is generally a good indication. Alternatively, the BUG can usually offer advice.

Cyclists will be reluctant to use parking that is located out of sight at the back of the car park. Where this is the case, it is likely that some people will secure their bikes to any fixed object nearer the entrance instead. While this might be more convenient for cyclists, it is likely to be less so for other people at the site, or the premises management team. Consideration should be given to health and safety issues when introducing cycle parking to an existing site (as well as a new one) and care should be taken to place it away from pedestrian and vehicular routes. If necessary, a risk assessment should be undertaken in line with any similar assessment carried out for users of the organisation's car park.

If cycle parking is to be located in an outside car park then it is ideal to separate parking from motorised vehicles by installation of a vegetative trap. This barrier could be in the form of hedges, trees or a vertical planting solution. However, if parking is to be located together with cars in an enclosed interior space then providing clean-air ventilation for the cycle parking area should be considered.

Recommended cycle parking equipment

The following pages include examples of different types of parking and advice on their suitability.

Sheffield stands

These are strongly recommended for most uses. They can accommodate two bikes on one stand and are economical to buy and install. Cyclists like them as they support the bike frame and allow a range of locking positions. They are available as individual stands or in 'toast racks' that can be bolted-down in a variety of locations. They are also sold in a variety of finishes from stainless steel to coloured nylon, or simply galvanised to keep costs down. Maintenance costs for Sheffield stands are virtually nil.

It is recommended that racks should always be installed at least a metre apart. Cramping them together makes them harder to use and does not always increase capacity.



The Sheffield stands pictured left are in the public realm. The lower tapping rail and contrasting bands are for visually impaired people.

The racks can be angled at 45 degrees or more to minimise aisle width.

Covered cycle parking or covered secured compounds

Partnered with Sheffield stands, these are strongly recommended for long-term employee parking. This can be achieved with purpose-made shelters or using existing building overhangs or covered areas.



It is important, however, to make sure that the roof gives adequate cover and it should be sited so that prevailing winds do not blow rain onto saddles.

Clear roofing materials improve surveillance and personal security and reduce the need for additional lighting. However, should the location of the installation be appropriate then you may wish to consider either solar panelling or planting a vegetative trap on the top of suitable structure can create a powerful statement.

Two-tier racks

These are recommended where extra capacity is needed. Each bike has its own space so should not come into contact with adjacent ones when they are parked or removed. Racks should always provide a means to lock the frame and rear wheel securely. These are also best provided with instructions for use as the apparent effort needed to lift bikes may discourage some potential users.





Lockers

Recommended for additional security where other forms of covered storage are not possible. Upright lockers can be used if space is limited. They can also be double-ended to make the best use of space. Lockers are usefully sited in 'dead' space in car parks. They require a key management regime and are best assigned to a

single user. It can be difficult to monitor levels of use unless contents can be inspected.

Wall bars, hoops and anchors

An ideal option where space is limited. Where there is insufficient space for bikes to be parked on the premises, advice should be sought about on-street cycle parking via the Business Engagement Team at TfL email businessengagement@tfl.gov.uk



Wall bars (above left) should be secured with tamper-proof bolts. Hoops (above right) may be attached to suitable street furniture (with the approval of your local council).



Wall bars and anchors can provide security for folding bicycles and may also be suitable for electric bikes.

Spacing

It is strongly recommended that stands are spaced at least 1m apart and preferably at 1.2m intervals. Placing them closer together to increase capacity may not always be a sound investment as this makes using them more difficult. Details of suitable layouts are available in a separate document from TfL – email Businessengagement@tfl.gov.uk for a copy.



Racks that are too close together only allow one bicycle to be parked on each stand.

Equipment that is not recommended

Any form of cycle parking that requires the bike to be lifted is not generally recommended. Where this is unavoidable, alternative measures, such as Sheffield stands, should also be provided for those unable or unwilling to lift their bikes.



Two-level wheel or handlebar racks are not recommended except as a last resort, and only in areas where security is provided by other means. These types of facilities offer little or no opportunity to secure bike frames (although some systems provide a steel cable or chain). They are also unpopular as bikes need to be lifted, cables and handlebars can snag and falling cycles can damage others. Any apparent capacity gains are overshadowed by the difficulty cyclists experience when parking and securing bikes in crowded racks.

Two-level upright racks are not recommended except in areas where security is not a problem and guidance on use is provided.



Sculptural stands that do not provide adequate support, or opportunities to lock the frame and at least one wheel, are not recommended

Butterfly racks and wheel slots are not recommended under any circumstances.



Cycle parking for customers and visitors

When providing cycle parking for customers, the same principles and layouts should be applied as for staff parking. For example, it would be best if cycle parking is sited close to the front door, signed if necessary, and covered if users are to be there for some time (especially if shared by staff). The needs of disabled people must also be recognised.

Tips

The following guidelines may appear obvious but are still worth outlining for the benefit of those unfamiliar with the design and installation of cycle parking:

- Cyclists bending over to lock their bikes should not be at risk from passing vehicles
- Parked bikes should not obstruct entrances and emergency exits, or access to plant or equipment stores

- Sheffield stands should be positioned at a 90° angle to any slope to stop bicycles rolling away
- Short wall bars can be mounted vertically as well as horizontally (and any angle in between). This may suit a range of bike types. It might be worth checking what suits existing cyclists
- The stands in toast racks should be joined with flat section bars for easy access and to avoid creating a trip hazard and traps for rubbish
- Stainless steel racks in public areas should have a 'brushed' finish so partially-sighted people can distinguish them more easily

Stands may be purchased with tapping rails and contrasting bands to help blind and partially-sighted people locate them when placed in public areas (suppliers can provide details if required). For the same reason, they may also benefit from textured surfacing placed around the stands.

3.14 Signposting cycle parking

Using signs to let potential users know cycle parking is available, or to show them how to get to it, is a valuable marketing and promotional tool. Whether it needs to be signed will depend on the scale and layout of the site. If there are signs at the site entrance to direct visitors to the reception and car parking, then it is likely that signs to the cycle parking are also appropriate. Even if car parking is not signed, the chances are that cycle parking signs will still be helpful, especially if visitors or customers are invited to share the facilities. Guidance on suitable signs may be on the TfL website ([tfl.gov.uk](https://www.tfl.gov.uk))



Away from the highway (where strict rules apply) organisations may use their own house style, so this can provide an extra opportunity to show corporate commitment.

Case study: 'House styles' rule

This supermarket thinks it worthwhile making it abundantly clear that this is parking for all to enjoy. It's right outside one of the main entrances too.



3.15 Increasing security

Natural surveillance and existing security staff

Cycle theft and the fear of theft are often quoted as deterrents to cycling. Locating the facilities where they are overlooked, or where there are lots of passers-by will greatly increase security. Instructing security staff to keep a watchful eye on cycle parking during their rounds will also help, as will challenging anyone seen removing a bike or cycling away at unusual times of the day. Security staff can also keep a look-out for any abandoned bikes that need to be removed to free up parking spaces and can keep smokers away from shelters (use by smokers leaves the parking areas dusty and dirty, creating a negative image).

Compounds

Placing the parking in a secure compound to which only cyclists can gain access, for example using shared keys, a combination lock or swipe card, will add another layer of security. Covering the compound will protect bikes from the weather. This makes the prospect of cycling to work much more attractive.

If it is not possible for visitors or customers to use the compound then some additional free-access parking should be provided. Again, covered stands would be welcomed if people are likely to be on the premises for some time.

If any parking system, whether compounds or lockers, requires keys, combinations or swipe cards, it is essential that they are issued efficiently and with the minimum of delay.

Lighting and other personal security issues

It is strongly recommended that parked bikes are well lit, either by existing lighting or with additional lights. Combining this with a lit route to the site entrance will mean that cyclists do not feel that their personal safety is compromised. This is especially important if shift or irregular working patterns mean people are arriving, or leaving, late or early in the day.

CCTV

Locating the parking in a place already monitored by CCTV, or adding an extra camera, can increase security while minimising its impact on staff resources.

Advice on locks and how to use them

Included within the programme of promotion (see section 3.17 below) should be general advice to staff on cycle locks and how to make best use of them. Good quality locks are the first line of defence and considerably reduce the risk of theft. D-locks are excellent for hybrid and mountain bikes and chain locks are suitable for all types. Folding bikes rarely require a lock as they can be carried into a building. Users should be advised to follow this practice as poorly secured folding bikes are popular items for theft. Many locks have a logo and grading issued by Sold Secure (www.soldsecure.com). This verifies that the lock is tested to either a bronze, silver or gold standard: Some insurers insist on a Sold Secure lock being used.

In the public realm thieves are known to target the best bike with the poorest lock. Using two stout locks of different types, ie D-lock and chain can be a significant deterrent.

Case study: Upstairs downstairs Kings Place

When the weather is good, workers at the Kings Place office building in central London prefer to park at street level. However, during periods of poor weather, space-efficient cycle parking in the basement becomes a more attractive option.



3.16 Mileage allowance

As an additional incentive it could be worth paying a cycle mileage allowance to staff using their own bikes for work purposes. The Inland Revenue allows a payment of up to 20p per mile before it would be taxed.

3.17 Publicity within the workplace

If the measures outlined above are to be effective everyone in the organisation must know about them. The best way to make sure this happens is regular publicity. This can range from a poster on a noticeboard to extensive coverage on the travel plan section of the organisation's intranet. Other ways include 'round robin' emails, articles in newsletters and charity events.

Details about the organisation's support for cycling as part of its commitment to CSR and improving air quality can be included in a joiner's pack, preferably before the first day at work. This pack should also include other information, such as facilities for cyclists, the BUG and local cycle maps of the area (TfL publishes a range of suitable maps and a cycle journey planner is available on its website at tfl.gov.uk/cycling). Explaining the active involvement by senior staff and corporate support for the BUG will also show commitment to cycling.

Publicising the health benefits of cycling and the contribution cycling can make to improving air quality locally is a good way of securing staff buy-in on this issue. Be sure to balance the greater benefits of exercise against exposure to pollution.

Promoting National Bike Week (www.bikeweek.org.uk) is a good way of focusing attention, by providing a free bikers breakfast and other rewards for example. To be truly effective, however, cycling needs to be promoted on a year-round basis with particular emphasis in the spring when the days become longer and the days warmer. With a little imagination a range of activities can be rolled out, such as after-work rides to promote cycling and help team-building. Organising events such as 'Bike Fridays' when everyone is encouraged to cycle can be a helpful way of supporting those who are contemplating trying cycling.

Encouraging cycling to work by means of competitions between teams drawn from offices or work areas can be a very useful way of encouraging increased use. This is particularly true if the ongoing position of individuals and teams in league tables can be added to the intranet and updated daily by users logging on to confirm that they have cycled that day. Forming teams from different offices or sites can add spice to the mix, as can forming one from senior management. Prizes need not be great but the gentle competition can reap rewards. Presentation of any awards can be timed to coincide with Bike Week but better still, held at a different time of year as part of the year-round promotion.

Competitions between nearby organisations can be used as a prominent way of promoting an organisation's approach to CSR and air quality management locally.

3.18 *Cycle to Work Guarantee*

The Cycle to Work Guarantee is a voluntary initiative from the DfT that challenges businesses to become cycle-friendly by making it easy for staff to take to two wheels (see www.dft.gov.uk). By signing up, an organisation can demonstrate its commitment by providing the facilities and incentives to help its workforce become healthier, greener and more productive.

3.19 *Management, monitoring and maintenance*

If the organisation has a Business Travel Strategy, how the facilities provided to cycle to work are managed, monitored and maintained should be clearly set out within it. This should also include the identification of responsibilities and resources for ensuring their upkeep. The regular follow-up surveys carried out as part of the Strategy will help identify the levels of use and user satisfaction if appropriate questions are asked. These can also identify whether additional measures are required to encourage greater use. In addition, they can also track whether an organisation's approach to its CSR and improvements in air quality are being sufficiently promoted and positively received. This is yet another useful way to achieve buy-in at all levels.

3.20 *Buying cycle parking equipment*

A large number of manufacturers provide cycle parking in a wide range of styles and finishes. Look online for a wide range of suppliers.

3.21 *Can I get any help to pay for cycle parking?*

Cycle stands are available for organisations located within 1.5km of the Barclays Cycle Superhighways routes. For further information and details of other support offered by TfL, visit tfl.gov.uk. If there is no available space for cycle parking within an organisation's premises, contact TfL to find out what can be provided.

Case study: Splashing out

Maintel, Waterloo

Thanks to matched funding from TfL on completion of the company's travel plan, the provision of a shower within a busy office has made a difference to people who cycle to work, as well as those who use it after post-work exercise.



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Appendix 1: Understanding and managing risk

Background

It is only natural to want to consider the safety issues of cycling to work. However, there is a danger in overemphasising the risks faced by those who commute by bicycle. The same applies to employer concerns over responsibilities that arise from the provision of measures such as cycle parking and other facilities. Experience clearly shows these are far outweighed by the positives, such as demonstrable health benefits. Focusing on the negatives can easily create a culture in which cycling to work is seen as more trouble than it is worth. This section aims to set out the issues, measures to mitigate risk and the legal aspects relating to risk management.

Road safety

The hazards faced by cyclists in traffic conditions are often of concern to both existing and potential cyclists, as well as employers wishing to promote cycling. However, the risk of injury when cycling is actually very small. Taking the worst possible scenario, there is just one recorded death per 33 million kilometres of cycling. An average cyclist would have to live 21,000 years to cover this distance²¹. This very low level of risk should be balanced against the potential benefits of cycling for the individual and employer, as outlined in this document.

Site safety

All organisations will have systems in place that evaluate the health and safety issues of those who work in and visit their premises. These will apply as much to pedestrians as drivers of cars and delivery vehicles which enter a site. Evaluating the health and safety issues relating to cyclists and cycle parking is very much the same and, therefore, should not be seen as a barrier to encouraging cycling.

Mitigation

Understanding the issues enables organisations to make informed, balanced judgements. A responsible employer will have thought about these aspects and made suitable plans. As explained above, this should not be more onerous than for those who enter the premises on foot or by car. It is, nevertheless, worth considering the objectivity of any risk assessment process and those undertaking it. It may, for example, be beneficial to have more than one assessor, ie include at least one person who understands cycling issues including cyclists' behaviour. This will ensure a balanced outcome.

Cycling to work does not create the same risk of liability for an employer as cycling for work. This is because an employer is only expected to manage risks which are under its control and an organisation cannot reasonably be expected to control an individual's journey to work. Nevertheless, the provision of cycle training for employees as part of an organisation's business travel strategy is an effective way to both increase safety and encourage those who might lack confidence that their cycling skills are good enough. It is also worth noting, as explained earlier, that the

²¹ Cavill & Davis, Cycling & Health - What's the evidence?, Cycling England 2007

more people cycle, the safer cycling becomes^{22 23} and increased cycling to work can, therefore, be seen as creating a benefit for the wider community, not just the organisation.

Where an organisation can exert control, such as the way in which staff and visitors enter and leave the site, enter and leave a building or use the cycle parking, cyclists should be able to do so safely at all times. This is no different to, or should it be more onerous than, managing pedestrian and car access, car parking etc.

Legal aspects/legislation

By taking account of the recommendations highlighted in this guide employers can ensure that staff have safe entrance and exit to and from the site/building. This is a specific legislative requirement²⁴ that is likely to be met with careful site/premises management and applies to all transport modes. As part of this process, the inclusion of workplace cycle parking facilities, showers etc, forms part of the business' undertaking and should be checked to ensure they do not pose a risk to staff or any third parties. These checks can be incorporated into the organisation's existing health and safety management and any adjustments to risk assessment should be made, where required.

The Corporate Manslaughter and Homicide Act 2007 has received much publicity in recent years and a prudent employer may rightly be concerned that it could be exposed to liability in this respect. However, the health and safety duties of an organisation to take care of its own employees and others affected by its activities have been in place for years²⁵. If the organisation is currently compliant, the chances are that it is already doing what is necessary to avoid liability.

The Act also focuses on the liability of the organisation as a whole and aims to prevent death resulting from gross failure to manage an organisation's activities. Such failure would also need to have occurred at a senior level for liability to arise. Conducting a review of existing organisational health and safety arrangements and how these are translated into practice, can help to reduce the risk of organisational liability and, more importantly, prevent accidents from occurring.

On a practical level, if there are any doubts, this is an opportunity to check the content of any employer's health and safety practices and liability and/or public liability insurance policies to ensure that the organisation is adequately covered.

²² CTC. Safety in Numbers. 2009

www.ctc.org.uk/resources/Campaigns/CTC_Safety_in_Numbers.pdf

²³ Safety in numbers: more walkers and bicyclists, safer walking and bicycling, Jacobsen PL, Injury Prevention 2003;9:205–209

²⁴ S2(2)(d) Health and Safety at Work Act 1974

²⁵ S 2 and 3 Health and Safety at Work Act 1974