

Transport for London

# Pool bikes for business



## Contents

<b>1. Executive summary</b> .....	<b>3</b>
<b>2. Introduction</b> .....	<b>4</b>
2.1 <i>The purpose of this guide</i> .....	4
2.2 <i>What is a pool bike scheme?</i> .....	5
2.3 <i>Who is this guide for?</i> .....	5
2.4 <i>What are the benefits of a pool bike scheme?</i> .....	6
2.5 <i>Employer Benefits</i> .....	6
2.6 <i>Staff benefits</i> .....	7
2.7 <i>Improving air quality and improving health</i> .....	8
2.8 <i>Carbon reporting</i> .....	9
<b>3. Will a pool bike scheme work for us?</b> .....	<b>11</b>
3.1 <i>Behavioural barriers</i> .....	12
<b>4. Setting up a pool bike scheme</b> .....	<b>14</b>
4.1 <i>Step 1 Building the business case</i> .....	15
4.2 <i>Step 2 Internal planning</i> .....	19
4.3 <i>Step 3 Obtaining bikes, equipment and storage</i> .....	25
4.4 <i>Step 4 Launching the scheme</i> .....	27
<b>5. Ongoing management</b> .....	<b>28</b>
5.1 <i>Maintaining user safety</i> .....	28
5.2 <i>Maintaining the booking system</i> .....	30
<b>6. Additional help and relevant organisations</b> .....	<b>32</b>

## 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 (NOX) and fine particles (PM<sub>10</sub>)

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

### 2.1 *The purpose of this guide*

Encouraging employees to change how they travel to, from and during work, can save time and money for both the employer and employee. These changes can also affect the air we breathe.

Fortunately, Londoners have been quick to grasp that cycling has zero emissions and offers a cost-effective and healthy transport option that delivers the most reliable journey times. As a result, cycling in the Capital is on the up, particularly in central areas. At the same time, the number of organisations across London that are using pool bikes continues to increase. The successful delivery of these schemes is typified by a can-do approach rather than one that focuses on risk aversion.

The purpose of this document is to answer the practical questions that might arise when an organisation introduces a pool bike scheme. A range of measures are outlined within this document, based on experience across London, which will maximise the return on investment by making the use of pool bikes a viable and sustainable transport option that is popular with its users.

Properly managed pool bike schemes can provide a positive return on investment. Those that respond positively to this challenge and encourage cycling to work will find that their corporate and social responsibility (CSR) credentials are enhanced.

### **You are not alone**

Getting more people cycling is a key mayoral priority and is receiving investment to match. The cycling revolution has been helped by the recent introduction of a number of high profile initiatives in the Capital, these include:

- Barclays Cycle Hire
- Barclays Cycle Superhighways
- Biking Boroughs (a three-year £4 million programme of funding for a number of boroughs focused on measures which encourage cycling)

The legacy of the 2012 London Olympic and Paralympic Games will also result in a host of improvements for cyclists that will make cycling an easy and safe choice in the Capital. Nevertheless, workplaces will still have an important role to play in achieving the desired shift towards cycling.

Employers can support cycling through: the installation or improvement of cycle parking; changing and shower facilities; interest-free loans or salary sacrifice schemes for cycle purchase; and the provision of pool bikes.

Cycling can also be supported through sustainable procurement which involves the use of cycling, for example the use of cycle couriers and parcel and catering delivery services that use bikes. All these activities both help raise the profile of cycling through regular exposure, and show customers and employees alike that the organisation is committed to sustainable procurement.

Involving all staff in encouraging and facilitating cycling is an effective way of gaining buy-in throughout the organisation. Regularly publicising progress towards set targets, together with reminders of why they have been set and the benefits that accrue, especially the health and air quality improvements, will help to sustain this process.

Producing and implementing a Business Travel Strategy will enable management of all an organisation's travel needs, mitigate environmental impact and provide you with the tools and structure to achieve efficiencies by promotion of sustainable transport practices. Transport for London (TfL) can provide guidance on drawing up a strategy. For more information, email TfL's Business Engagement Team at [Businessengagement@tfl.gov.uk](mailto:Businessengagement@tfl.gov.uk)

## **2.2. What is a pool bike scheme?**

A workplace pool bike scheme provides bikes and safety equipment for use by employees. Pool bikes can be used by employees for any kind of journey, but are typically used for work-related journeys. These might include trips to local meetings, travel between sites and visiting clients. Pool bikes are generally kept in a central location and can be booked out by staff who have certified themselves as competent to cycle safely on public roads.

## **2.3 Who is this guide for?**

Many organisations can benefit from introducing a bike pool for employees. These include private businesses, public sector bodies, primary care trusts, universities and not-for-profit organisations. This guide is designed to help any organisation interested in setting up a workplace pool bike scheme. It is written for London-based organisations and contains references to information and resources available in the Capital. However, much of the content of this guide also applies to organisations based outside London.

A number of diverse organisations with pool bike schemes have been consulted during the preparation of this guide. Their experiences are shared within this document. Their details, the number and kind of bikes they have, and their use is summarised in Appendix 2. All bikes are owned by the organisations unless otherwise specified.

## **2.4 What are the benefits of a pool bike scheme?**

A pool bike scheme can:

- Generate financial benefits for the employer
- Benefit staff through improved health, fitness and mental well being
- Help improve air quality
- Enhance CSR reputation

## **2.5 Employer Benefits**

### **Financial benefits**

Although the introduction of a pool bike scheme requires investment, it is investment that can be rapidly recouped through the savings generated.

### **Reduced travel expenses**

Using bicycles for work trips that would otherwise be used by cars or taxis immediately reduces car mileage expenses, Congestion Charge costs, taxi and public transport fares, car parking charges and pool car costs.

Employers involved in a pilot study in Southwark estimated the average savings to the organisation to be around £25 per month per bike, with some people saving as much as £80 per month per bike on taxi and public transport fares.  
Pool Bikes for Business, LB Southwark six-month trial

### **Time savings and convenience**

One of the greatest benefits of cycling is the speed and convenience with which short journeys can be made. Even when cycling at a moderate pace, a journey of three miles can be made in an average of just 20 minutes. This compares well against a three-mile Tube ride in Inner London which would take about 15 minutes, or a three-mile bus trip in Outer London which would take about 33 minutes<sup>1</sup>.

For short trips, where taxis are expensive and public transport can be indirect, a pool bike can save time and be more convenient. The cost savings generated can also be used to offset the costs of introducing the pool bike scheme, and in some instances provide a positive return.

While public transport in the Capital continues to improve, there are still some short journeys where no convenient, quick public transport link is available. Pool bikes can efficiently fill this gap and provide a door-to-door solution where the normal approach would be employees bringing their own car to work or taking a taxi.

'The bikes let me get to the Town Hall in a leisurely 20 minutes. Walking would take

---

<sup>1</sup> 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

at least an hour and the buses or Tubes usually take 40 to 45 minutes.’  
Public Health Development Manager, NHS Kensington & Chelsea

### **Reduced demand for car parking**

The provision of pool bikes may result in the number of car parking spaces provided, for example if employees no longer need to bring their cars to work for business use. This can result in significant cost savings over time if spaces have to be leased or if land is freed up for more profitable use.

Among pool bike users surveyed as part of a pilot in Southwark, the greatest perceived benefit of using the pool bikes was saving time, with 79 per cent expressing this view. Also, 38 per cent reported avoiding parking problems and 24 per cent said taking a pool bike meant they avoided the inconvenience of driving.  
*Pool Bikes for Business, LB Southwark Six Month Trial*

## **2.6 Staff benefits**

### **Improving staff health and fitness**

Government guidance recognises the importance of increasing physical activity levels to help prevent and manage more than 20 health conditions and diseases (including cancer, coronary heart disease and diabetes) and to promote mental wellbeing. The guidance recommends that employers in organisations of all sizes should promote physical activity<sup>2</sup>. The Department of Health has recommended that adults aged between 19 and 64 – the bulk of the workforce – should do around 2.5 hours of moderate intensity exercise each week. This is best achieved in bouts of 10 minutes or more, for example 30 minutes at least five days a week<sup>3</sup>.

In the USA, workplace physical activity programmes have been shown to reduce short-term sick leave by between 6 per cent and 32 per cent<sup>4</sup>. Other research suggests that, on average, cyclists live two years longer than non-cyclists and take 15 per cent fewer days off work through illness<sup>5</sup>. So investing in the health of employees, by including cycling as part of a weekly or daily routine, can bring business benefits such as reduced sickness absence, increased loyalty and better staff retention.

The Health Protection Agency pool bike scheme began as a result of staff wanting a gym and more opportunity for exercise during the working day. Their bikes are used almost exclusively for leisure rides and shopping trips.

### **Improved staff travel options**

Pool bikes offer an immediately accessible, door-to-door travel option for work related trips. They also offer flexibility in route choice and guaranteed journey times.

---

<sup>2</sup> Promoting physical activity in the workplace, NICE, June 2008

<sup>3</sup> UK physical activity guidelines – Department for Health 2011

<sup>4</sup> WHO (2003) [www.who.int](http://www.who.int)

<sup>5</sup> Safety in Numbers, CTC, 2010

Where folding bikes are used they can be combined with trips using public transport or other vehicles.

Twenty-four per cent of respondents to the Southwark pool bike pilot study said that one of the benefits was being able to use a bike when there was no public transport to where they needed to go.

Pool Bikes for Business, LB Southwark six-month trial

## **2.7 Improving air quality and improving health**

The global benefits of reducing greenhouse gas emissions are becoming more 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 (PM<sub>10</sub> and PM<sub>2.5</sub>) that have potential for the greatest damage to the health and wellbeing of those who live and work in the Capital. A study<sup>6</sup> undertaken by the World Health Organisation in 13 Italian cities has shown that PM 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, but of the proportion that is, road traffic is the greatest contributor to PM<sub>10</sub> as a result of engine emissions and tyre and brake wear.

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 all other diseases.<sup>7</sup>

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.<sup>8</sup>

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.<sup>9</sup> 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 a means of improving the health and wellbeing of a 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

---

6 Health Impact of PM<sub>10</sub> and Ozone in 13 Italian Cities WHO 2006

7 World Health Organisation (2002). The World Health Report 2002: Reducing risks to health, promoting healthy life, Geneva

8 Chartered Institute of Personnel and Development, Absence Management Annual Report, 2010

9 Hendriksen, JMI, Simons, M, Garre, FG, Hildebrandt, VH (2010), The association between commuter cycling and sickness absence, Preventive Medicine, v51, pp 132-135

less 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.<sup>10</sup>

Medical studies have also shown that cycling can considerably reduce the risk of cardiovascular risk,<sup>11</sup> premature death<sup>12</sup>, obesity<sup>13</sup>, and so improve the general state of health.<sup>14</sup>

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.

## 2.8 Carbon reporting

Being able to quantify reductions in greenhouse gases and other pollutants through the use of bicycles in place of motorised trips is a helpful way of demonstrating a knowledgeable and responsible approach to these issues. Although there is no direct link between carbon and particulate matter they are intrinsically linked by association with motorised transport. Greenhouse gas reporting is commonly split into three scopes. Increased cycling can contribute to reductions in all three:

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 parcel or catering deliveries
3	An organisation's own use of transport	Bicycle use can replace cars and public transport for journeys to work for employees. Bicycle use can 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 reduction in both carbon and PM<sub>10</sub> emissions by replacing motorised trips. Detailed carbon dioxide (CO<sub>2</sub>) calculators are available on the Department for Environment, Food and Rural Affairs (Defra) website [www.defra.gov.uk](http://www.defra.gov.uk)

10 Hendriksen, IJ, Simons, M, Garre, FG., Hildebrandtx, V, H (2010), The association between commuter cycling and sickness absence, Preventive Medicine, v5; pp, 132-135

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

12 Matthews, CE, Jurj, AL, Shu, XO, Li, HL., Yang, G, Li, Q, Gao, YT, 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 1,343-1350

13 Wen, LM, 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

14 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

### 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 PM<sub>10</sub> and PM<sub>2.5</sub> in relation to different forms of motorised transport – car, bus, taxi or Tube. However, it is evident that a percentage reduction in the use of such modes thanks to the use of bicycles will deliver a corresponding percentage reduction in particulate emissions as a result of less engine emissions and tyre and brake wear.

The table below sets out average CO<sub>2</sub> emissions from different modes of transport in London. As an example, it can be seen that a black cab creates nearly twice as much CO<sub>2</sub> per passenger as a London bus. Avoiding just a few of the journeys made by employees using motorised modes of transport will assist an organisation in reducing their fuel use and emissions.

Mode of transport	CO <sub>2</sub> emissions (kg CO <sub>2</sub> /pkm)*
Cycle	Nil
London bus	0.06
National Rail	0.06
Underground	0.08
Moped (up to 125cc)	0.09
Taxi	0.16
Black cab	0.17
Motorcycle (125cc+ average)	0.19

Figures have been rounded

Forster has a strong 'green' ethos and works with clients interested in sustainability matters. Staff tend to travel by public transport or walk, and see cycling as an obvious alternative for visiting clients.

Similarly, at FCB Studios a number of staff cycle to work. There have always been bikes at the office for business use where they are seen as a normal part of the way they work.

### Enhanced Corporate Social Responsibility

Having a cycling ethos in an organisation will enhance its corporate social responsibility (CSR). Cycle use demonstrates the organisation's commitment to improving staff wellbeing, to cutting down on its emissions and, where cycle use replaces car use, to minimising its impact on immediate neighbours through fewer vehicle movements. An effective CSR strategy can enhance relationships with employees, customers, investors and other stakeholders such as a local authority.

The wellbeing of staff and an organisation's productivity can be enhanced by the introduction of alternative working practices such as flexible working and working from home. For example, individuals may find it beneficial to use a bike to get to an appointment and then return home (if closer than the office) to write up the results of that visit. Since working from home can also sometimes provide a quieter working environment, instead of immediately returning to the office, more work could be completed at home before using the bike to return to base, possibly the next day. This approach could cut down on unnecessary journeys, which means more working time to the benefit of the organisation. TfL provides guidance on implementing Smarter Working please email [Businessengagement@tfl.gov.uk](mailto:Businessengagement@tfl.gov.uk) for a copy.

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 further 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.

At Sky, cycling is part of a wider strategy 'of leaving a legacy'. As part of corporate investment in the activity the company wants as many as possible of its staff to take up cycling. Its target is to have 25 per cent of staff cycling at least once a month by 2013, either for commuting or leisure.

### **3. Will a pool bike scheme work for us?**

Having decided that a pool bike scheme could meet the organisation's business objectives, practical considerations have to be taken into account. These can be determined through a wider employee travel survey, or simply through a short questionnaire and/or review of expense claims.

Preparation of a Business Travel Strategy will automatically include a site audit. However, if developing a stand-alone pool bike scheme, then an informal audit of on-site facilities as well as cycle facilities in the area can be undertaken (see section 4).

A pool bike scheme is one of the measures within your organisations Business Travel Strategy and several of the case study organisations have, or are developing, travel strategies, including Forster, Gifford, the Health Protection Agency, NHS Richmond and Sky.

### 3.1. Behavioural barriers

Success of a pool bike scheme depends on support and interest from staff and particularly, senior management. For many, cycling may be something they have not done since childhood and have never considered as a possible means of transport. Yet barriers can often be easily overcome.

‘The best way to involve people is to make it easy, fun and relevant. I love our pool bicycles, the sense of freedom they bring, their role as a conversation-opener and the way they make me exercise without realising it.’  
**Board Director, Forster**

‘Excellent idea. Keep this up. I’ve also since, as a result, started cycling to work and managed to keep it up during the winter. My friends whom I’ve told about this are very impressed.’  
**Feedback from Sky employee regarding led rides, Jan 2010**

#### Institutional barriers

Barrier	How it can be overcome
Perceived lack of funds for the scheme or unwillingness to allocate a budget	Put together a business case. (See section 4))
Insufficient space on or near the site for bike storage and other facilities	Consider folding bikes which can be easily stored indoors
Concerns over insurance cover and potential liabilities	Most organisations find that their insurance covers staff when engaged on business trips. (See section 4.2) There are also cycle-specific insurance schemes available (See section 4.2)

#### Cycling is actually safe and getting safer

Research shows that increases in cycling are accompanied by reductions in cycling casualties, for example:

‘London has seen a 91 per cent increase in cycling since 2000 and a 33 per cent fall in cycle casualties since 1994-98. This means that cycling in the city is 2.9 times safer than it was previously.

The Netherlands has witnessed a 45 per cent increase in cycling from 1980 to 2005 and a 58 per cent decrease in cyclist fatalities.’

Safety in Numbers, CTC, 2010 – This campaign sets out a number of UK examples where the above has occurred, so removing the commonly held belief that ‘it’s different over there’ when examples from mainland Europe are used.

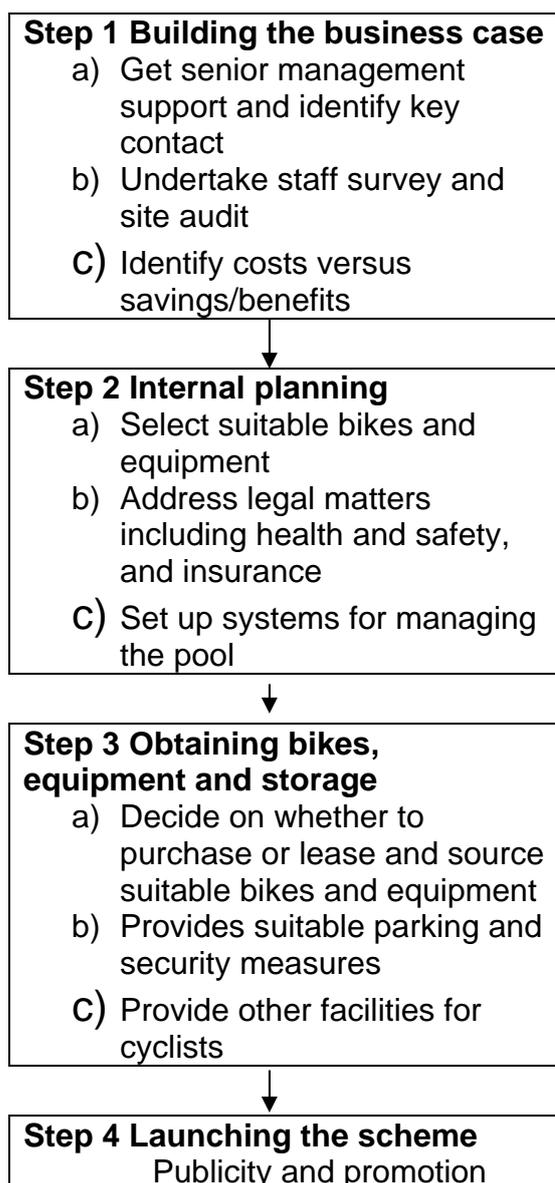
## Personal barriers

Barrier	How it can be overcome
Concerns over safety	Offer cycle training (see User safety page 19)
Insufficient ability or confidence to ride a bike	Offer cycle training (see page 19)
Lack of interest in cycling	Organise taster sessions at lunchtimes and use existing enthusiastic cyclists as a catalyst
Long established travel habits that don't include cycling, and the feeling that it is too late to make a change	Set up a bicycle user group (BUG) so that existing cyclists can support people new to cycling. Organise taster sessions at lunchtimes. Establish a cycle buddy scheme through the BUG, so experienced cyclists can encourage and advise newcomers on their journey to work
Poor health and fitness or hilly terrain, making cycling difficult or strenuous	Consider electric bikes. Organise trials before purchasing and give new users taster sessions
Worries about appearing sweaty and untidy when arriving at work	Point out cycling can be as low intensity as walking. Offer taster sessions and raise awareness of showers etc Consider electric bikes
Concerns that work clothes are unsuitable for cycling and will be damaged	Offer taster sessions with city/hybrid bikes and use existing enthusiastic cyclists as a catalyst Provide suitable jackets and over trousers, and review with users
Inconvenience of carrying accessories, such as helmets and lights, as well as other equipment needed for work	Provide panniers and rear rack. In the right conditions cyclists may also be willing to use cycle trailers or cargo bikes
The appearance of the bike, including issues of cross-bar or step-through frames	Ensure models/colours considered go with the ethos of the organisation. If unsure, ballot staff for opinions

As an incentive, Gifford reimburses the cost of cycle helmets to any member of staff who takes out a loan bike on six or more occasions.

## 4. Setting up a pool bike scheme

The various steps in the process of setting up a scheme will involve different people and departments at varying times. Those setting up the scheme may not even be involved in its day-to-day running.



## 4.1 Step 1 Building the business case

### Senior management support and key contact

Securing senior management support is essential to making such a scheme work. Identifying a cyclist among senior staff who will champion the concept, and be seen to be using the bikes, is ideal.

'It is very positive that it (the pool bike scheme) has support from a high level (board)'  
 Update Summer 2011:  
 'Overall I can say that the bikes have contributed to an ever greater appetite for cycling within the NHS in Hackney.'<sup>15</sup>  
**Sustainability Manager, NHS City and Hackney (pool bikes in Hackney and Tower Hamlets)**

It is also useful to have a member of staff, preferably one who cycles, who will act as the overall point of contact for the pool bikes and be responsible for looking after them. In many cases responsibility for the bikes passes to the facilities department and the contact could be based there.

### Staff survey and site audit

Although not all organisations introducing pool bikes undertake a formal survey, it is considered to be an essential activity for constructing a business case. Survey answers should confirm the potential for a scheme and determine the number and type of bicycles required, any changes regarding facilities, or the need for training or for other resources. Questions should collect information on:

<b>Staff travel habits for work</b>
<ul style="list-style-type: none"> <li>• Number of work trips made to destinations and the mileage of each journey, up to five miles</li> </ul>
<ul style="list-style-type: none"> <li>• Cost of trips to the organisation</li> </ul>
<ul style="list-style-type: none"> <li>• The proportion of trips that require carrying bulky or heavy goods</li> </ul>
<ul style="list-style-type: none"> <li>• Which modes of transport are currently used and could they reasonably be replaced by cycling – at least some of the time</li> </ul>
<b>Staff attitudes and capabilities</b>
<ul style="list-style-type: none"> <li>• Number of employees who can already cycle</li> </ul>
<ul style="list-style-type: none"> <li>• Number of employees who would be prepared to use a bicycle for work trips and what would make this practice more attractive</li> </ul>
<ul style="list-style-type: none"> <li>• Number of employees who already bring a bike to work</li> </ul>
<ul style="list-style-type: none"> <li>• Number of employees who would be interested in cycle training, e.g. learner, refresher, buddy cycling</li> </ul>
<ul style="list-style-type: none"> <li>• Employees' views on different bike types and styles</li> </ul>
<b>Infrastructure</b>

<sup>15</sup> Centre for Sustainable Healthcare – <http://map.greenerhealthcare.org/shared-pool-bike-scheme>

<ul style="list-style-type: none"> <li>• What facilities exist on site, e.g. cycle parking, storage for accessories, lockers, changing and shower facilities; and what possibilities exist for making improvements</li> </ul>
<ul style="list-style-type: none"> <li>• Whether the cycling infrastructure is suitable, e.g. there are good bike routes to and from the workplace, and space for bike storage on site. The local borough will be able to help with details of available cycle-friendly routes</li> </ul>
<ul style="list-style-type: none"> <li>• Existence of attractive destinations for lunchtime rides</li> </ul>

Mechanisms for dissemination include email, intranet, team briefings, cascade communications and internal newsletters.

At the same time, an audit of the facilities at the site can be undertaken to identify if any changes need to be factored in. The following should be considered:

- Number of existing cycle stands
- Location of stands and whether they are situated conveniently
- Type, robustness, covered, secure
- Availability of lockers
- Availability of showers/changing/drying facilities
- Access to the site by bike and personal security – are there any factors that might discourage cycle use?
- Opportunities for expanding CCTV coverage
- Opportunities for providing power outlets for electric bikes

### Costs versus savings/benefits

Each organisation’s circumstances will vary but the balance of expenditure against savings and benefits could look like this:

<b>Expenditure</b>	<b>Savings/benefits</b>
<ul style="list-style-type: none"> <li>• Capital cost/lease cost per bike</li> <li>• Maintenance cost per bike</li> <li>• Specific accessories, eg panniers</li> <li>• Cycle parking</li> <li>• Lockers</li> <li>• Changing/drying facilities/showers</li> <li>• Charging points for electric bikes</li> <li>• Cycle mileage</li> <li>• Training</li> </ul>	<ul style="list-style-type: none"> <li>• Current cost of travel expenses for business trips</li> <li>• Value of time savings that could be made</li> <li>• Value of potential health benefits to workforce</li> <li>• Support for those already cycling through ‘bike doctor’ activities</li> <li>• Potential savings on emissions</li> <li>• Value of green ethos to the organisation</li> </ul>

In the following case studies, while a financial benefit was generally recognised, it was not the driver for setting up a scheme:

For NHS Kensington & Chelsea the motivations were health, overcoming parking issues and improving environmental credentials.

Both FCB Studios and Forster were keen to reduce their carbon footprint.

At Kew Gardens, the bikes are often seen as more practical, efficient and quicker than golf buggies, which are also used for transporting equipment and plants, and far less intrusive to visitors.

Chiswick Park Enjoy-Work provided bikes for its occupiers to promote a better work-life balance and to encourage staff to get out and get active during their lunch break. As a result, they tend to be more productive when returning to work.

### Set-up and maintenance costs

Cycle costs vary and experience shows that buying the cheapest bikes is often not cost-effective in the long term. Typical prices for mid-range bikes and equipment are shown below. Costs are likely to vary depending on supplier, location and bike type.

<b>Bicycle</b> (outright purchase)	Full size £400+	Folding £500+	Electric £1000+
<b>Bicycle</b> (leased or hired per annum): May include other services, such as maintenance	£300	£375	£750
<b>Safety:</b> Helmet, lights, Hi Vis jacket, leg/arm bands	£80		
<b>Security:</b> Locks, security devices	£40+		
<b>Accessories:</b> Pannier rack, pannier bags, baskets	£80+		
<b>Practical items:</b> Pump, puncture kit, tools	£30		
<b>Maintenance per bike</b> (may be included in bike purchase/lease)	£80 per annum		
<b>Insurance</b>	10 per cent+ of bike cost		
<b>Cycle parking</b> (excludes installation): <ul style="list-style-type: none"> <li>• Single Sheffield stand</li> <li>• Covered storage shelter (for 10 bikes)</li> </ul>	Variable		
<b>Lockers</b> – per unit (excludes installation)	£150		
<b>Other</b> Changing/drying facilities/showers	Variable		
<b>Cycle mileage</b> (if providing an allowance to staff) HMRC approved amount for mileage allowance payments – for business mileage	20p per mile		
<b>Cycle training</b>	£25-50 per person (but often subsidised or free)		

### Subsidies

Funding and match funding opportunities are at times on offer through London boroughs, TfL and Government. Schemes can assist with provision of cycle stands, staff cycle training, cycle maintenance and bike purchase. TfL's Business Engagement Team can provide advice on the options available, email [businessengagement@tfl.gov.uk](mailto:businessengagement@tfl.gov.uk) for further details.

As part of the travel plan process Forster was able to purchase its first two folding bikes part-funded by TfL.

As it was developing a travel plan, Gifford was able to take advantage of pool bikes available from Better Bankside Business Improvement District.

## Benefits

Calculating cost savings is usually straightforward and calculating CO<sub>2</sub> emission savings can now be done easily via the Department for Environment, Food and Rural Affairs (Defra) website ([www.defra.gov.uk](http://www.defra.gov.uk)) using 2009 Guidelines to Defra/DECC Green House Gas (GHG) conversion factors for company reporting, v2, updated in September 2009. Calculating savings in particulate emissions is more difficult to quantify. However, they may be considered to be in proportion to reductions in car and taxi use.

## Barclays Cycle Hire and other opportunities

As an alternative to an organisation sourcing and maintaining its own pool bikes. It may be possible to either utilise The Barclays Cycle Hire Scheme or lease bikes from a local retailer. Visits by the retailer to service and maintain pool bikes could be combined with 'bike doctor' sessions for the benefit of staff cycling to work. This will both support those who already cycle to work, increase the turnover of the retailer and so provide an incentive to be fully engaged.

Organisations in close proximity to Barclays Cycle Hire scheme docking stations could make use of these bikes to test interest in an internal pool bike scheme. While there can be no guarantee of available bikes, it could provide a low-cost approach to building a business case for a larger in-house scheme. The hire bikes can also complement a company scheme at times when internal demand is high.

In some instances Barclays Cycle Hire could provide an alternative to using pool bikes with the costs to individuals reimbursed in the same way as other travel costs. Having employees being 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 in a good light.

I use the battery-powered bikes because I would like to have a positive impact upon the environment. I would not use a push bike as I visit patients as part of my job and do not want to turn up sweaty. I would be using my car should I not have access to the battery-powered bikes.

**Occupational Therapist, NHS Richmond**

## 4.2 Step 2 Internal planning

### Bike and equipment selection

Factors to consider when choosing bikes:

#### Number

The number of bikes could be calculated from analysing the number distance and nature of journeys being made by all employees. Experience shows that levels of use vary in most organisations with a number of core users who will take a bike out regularly and other individuals borrowing bikes occasionally. Predictably, use is highest in the summer, with between 10 and 15 trips made per month per bike. This level can be expected to drop considerably in the winter. These patterns of use have led some organisations to reduce the number of bikes held within their pools during this time.

The table below shows the numbers of bikes used by the organisations studied for this guide.

Site	Cycles	Registered users	Number of staff	Note
Forster	4	16	40	Initially two bikes, plus two more recently added owing to demand
Health Protection Agency	4	12	1100	Only used recreationally
NHS Kensington & Chelsea	3	10	300	
NHS Richmond – a) Health & Social Care Centre (H&SCC)	3	12	111	Higher usage at the H&SCC as staff travel into the community
b) Trust HQ	1	6	80	
Sky	30	250	7000	Initially 20, now 30. Only used recreationally

#### Type of bike

Consider profile of potential users – male/female/height. Also the type of use – carrying equipment/need to travel on public transport, parking/ storage availability both on site and at destination sites. Electric bicycles provide a practical solution in overcoming the physical effort barriers to travel by bike and can encourage the use of cycling for some daytime business trips. They enable the rider to adopt a level of effort that they feel is appropriate. Alongside the commercial benefits, the use of electric bikes will assist with corporate social responsibility objectives and will visibly demonstrate a proactive approach to improving local air quality and reducing carbon and other emissions.

The styles suitable for pool bikes are shown below:

<b>Hybrid and city</b>	Hybrid and city bikes have an upright sitting position and offer improved sightlines. These normally come with a rack on the back and mudguards, and are ideal for getting around in the city. The use of step-through (women's) city bikes can overcome the need to worry about whether they will be used by men or women so long as the seat pillar is easily adjustable.
<b>Folding</b>	Ideal for mixed mode travel, or where storage space is at a premium. Easily adjusted to allow for different users. Can be carried into buildings to minimise theft.
<b>Electric</b>	Ideal for hillier areas, where it is necessary to carry small but heavy parcels or for those less physically able to ride a normal bike.
<b>Trailer and cargo</b>	Increasingly popular for domestic use, these offer the ability to transport bulky or heavier loads.
<b>Specialist</b>	Tricycles and other specialist bikes can meet the needs of people with mobility impairments, such as difficulties with balance.
<b>Mountain</b>	Suitable for casual riding off-road, for example around parks and bumpy towpaths. May be over-specified for normal pool use.

NHS Richmond identified that the reason its original pool bikes were not being used was that the models and sizes (large-framed which are more suitable for men) were unsuitable for the predominantly female users. Decisions made on what replacements to buy were based on responses to the travel plan staff travel survey. The new bikes have comfortable saddles, suspension in seat posts and are easy to ride, with 12 gears. The Trust also found that electric bikes were appealing to those who felt they were not fit enough to cycle far or negotiate hills when visiting patients in the community.

Companies based in Central London have tended to favour folding bikes as they feel they are more practical for the type of journey they are used for – visiting clients in London or when public transport is also involved. These companies also find that the compact nature of the bikes makes them ideal for storing in premises where space is restricted and where there may not be any convenient and safe cycle parking.

At Kew Gardens, tricycles have been bought for specific members of staff.

Pool bikes at Sky are used mainly for leisure rides and testing commuter routes. The most popular bikes are men's hybrids, road bikes and men's mountain bikes. Women's hybrids and smaller frame mountain bikes are the most popular for lunchtime led rides, which have predominantly appealed to women.

Equipment requirements for cyclists will vary. Typically, organisations supply locks, lights and hi-visibility waistcoats for each bike, as well as adjustable helmets for staff who want to wear one. Keeping spare sets of keys and other equipment is always a good idea.

### **Lights and reflectors**

All bikes should have the correct reflectors and front (white) and rear (red) lights. It is a legal requirement that lights are used when cycling at night. For more information on the legal requirements, see the cycling section in the Highway Code at [www.direct.gov.uk](http://www.direct.gov.uk)

Most case study organisations provide lights. Even when bikes are intended for use in daylight, lights are useful when days are shorter, in an emergency or in bad weather.

### **Helmets**

There is no legal or health and safety requirement for cyclists to wear safety equipment (such as helmets or high-visibility vests) while cycling, whether for personal reasons or while at work. Ideally, where helmets are provided they should be available in a range of sizes so that employees can choose one that fits with only minor adjustment. In some instances users of pool bikes choose to buy their own helmets with the cost reimbursed by the employer once regular use for work purposes has been established.

It should be noted that the material inside helmets is designed to crush on impact, so damage to a helmet may not always be visible externally. After any impact, including dropping, a helmet should be replaced. However, helmets should also be inspected when the bikes are checked to look for signs of damage, that they are clean, and remain hygienic. Where a helmet is likely to be used by more than one person arrangements need to be made for cleaning the lining before and after each use

Most case study organisations provide adjustable helmets and many encourage staff to buy their own. While staff are told it is advisable to wear a helmet, the choice is theirs.

### **Hi-visibility waistcoats or jackets**

Encourage staff to be seen, by wearing hi-visibility and reflective clothing. There is a range of hi-visibility jackets and reflective tabards and ankle strips available. If these are purchased bearing the organisation's name, this is another means of enhancing CSR.

Most case study organisations supply hi-visibility waistcoats. The Health Protection Agency supply hi-visibility jackets or tabard strips which can be worn across the shoulders and around the waist.

### **Baskets or panniers**

The use of panniers is generally considered safer than the rider carrying a rucksack on their back. Their provision can overcome reluctance to cycle on the grounds that people have too much to carry or a rucksack making them hot.

Bikes at Kew Gardens have baskets at the front and back, and trailers are available for carrying equipment.

### **Locks**

A good quality lock reduces the risk of theft. Bike suppliers can advise on ways to ensure that the wheels and components cannot be removed easily. Folding bikes rarely require a lock as they can be carried into a building. Users should be instructed to follow this practice, as poorly secured folding bikes are popular items for theft. Many locks have a logo and security grading issued by Sold Secure ([www.soldsecure.com](http://www.soldsecure.com)). Some insurers insist on a Sold Secure lock being used (two locks of different types are always better than one).

Combination locks are used at Kew Gardens and staff know the codes for the bikes in their team. By contrast, at NHS Richmond each bike has a set of keys – one for the bike bin where the bike is kept, one for a robust chain lock and another for the electric bikes.

See also section 5.1 for other considerations.

## **Legal matters - Health and safety, and insurance**

### **Health and safety**

Use of pool bikes by employees should be covered by an organisation's health and safety procedures and policies. Bikes must be maintained in a roadworthy condition and appropriate training and instructions for use must be available. A good starting place to look for advice is the Health and Safety Executive website – [www.hse.gov.uk](http://www.hse.gov.uk)

### **Insurance**

In addition to bike insurance, public liability insurance protects against third party claims for injury or damage to other persons or property. In view of this, it is normal for an organisation to limit the use of its pool bike scheme to its own staff, even if employees from another organisation are based at its site. Many organisations will already understand this issue based on their responsibilities towards users of car pools and employee use of their own vehicles for business purposes. Those unsure about the issue may wish to take advice on their responsibilities under The Employers' Liability (Compulsory Insurance) Regulations 1998.

The Health Protection Agency's employer liability insurance covers its insurance needs and it has specialist cyclist insurance.

At Forster the value of the bike is insured and the company's public liability insurance covers their use.

At Sky, both the company and its on-site service provider who manage the pool bike scheme have third party liability insurance. Staff can also obtain a 10 per cent discount on individual cycle insurance through a joint arrangement between the onsite service provider and an insurance company.

## **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.<sup>16</sup> For more information on the issue of risk for an organisation see Appendix 1.

## **Systems for managing the bike pool**

Detail regarding ongoing management is covered in section 5, but thought is needed at the planning stage on the two key operational requirements. These are:

1. Ensuring user safety
2. Providing a booking process that is as smooth and simple as possible
3. Maintaining the bikes in a roadworthy condition

Ideally there should be a nominated individual who is responsible for the overall scheme and who is the main point of contact if concerns arise.

## **User safety**

People who use the pool bikes must be capable of riding safely. There should be a requirement for all users to sign a form to self-certify that they are competent to ride a bike on public roads with other traffic and understand the Highway Code and how it applies to cyclists. However, it should be noted that disclaimers do not absolve from liability in terms of providing roadworthy equipment.

Most case study organisations require staff to sign a disclaimer document:

- Confirming they are competent to ride on public roads
- Accepting they will check the cycle is roadworthy before use

This does not remove the responsibility of the organisation to provide roadworthy equipment. See Appendix 2 for sample wording.

NHS Kensington & Chelsea has a formal induction process for prospective users which includes familiarisation with the bikes and the detail of the signing out and signing in process, as well as completing the registration form.

Staff at Kew Gardens need a cycle permit in order to cycle in the grounds. This includes briefings on safety, etiquette, speed and the rule not to cycle on frosty grass.

---

<sup>16</sup> Cavill, N., Davis, A. 2007 Cycling and health: What's the evidence? Cycling England.

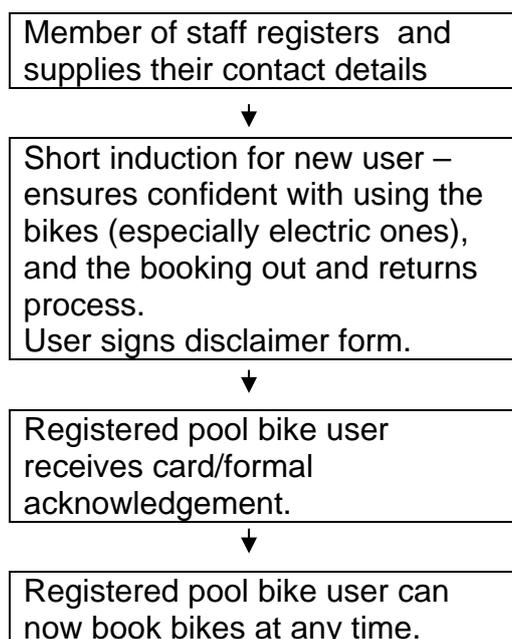
Training should be freely available at all levels. See User safety page 19. Not all users will be familiar with electric bikes whose characteristics, mostly weight and speed, differ from normal bikes. In these circumstances it should be the practice to allow familiarity sessions in work time so that staff are used to them and their handling and performance. Training or induction sessions should not only explain the characteristics of the bikes and how to alter them to fit individuals, but also cover how to check the bike is roadworthy before use.

For employees to use pool bikes they have to undertake Bikeability cycle training after which they will be provided with a full safety kit including a helmet and reflective gear each time they use a bike.

### Booking systems

The degree of sophistication of the booking system depends on the size of the organisation, size of the bike pool and level of demand. A paper-based system is often adequate and is frequently managed by reception staff. Electronic systems, such as those commonly used for booking rooms in a shared electronic calendar, are also used.

Before being able to use a pool bike most organisations require their staff to register. A fairly formal system is described below:



Most organisations operate a 'first come, first served' system with a simple form to record the details of use. A basic sample form showing typical information gathered is provided in Appendix 3. This form can also be used to record distances cycled and suggestions for improvements.

Sky has launched an intranet portal, the Sky Cycle Hub, which offers a range of cycle-related information, as well as a streamlined booking system. A borrower can now reserve a bike online and the system offers them any bikes available that suit their height. The portal will also make monitoring usage easier.

### **Loan periods**

Most schemes require the borrower to return the bike on the same day. The reason being that insurance cover is for business use only. If bikes are available for other uses, such as shopping or leisure during the lunch hour, social rides or as part of a get-you-home service for those who cycle to work, these aspects should be agreed with the insurer.

Sky does not loan out bikes for commuting use but will loan them for up to a week for holiday use, or to test commuting routes. Any late returns can incur a £10 a day fine.

### **Mileage rates**

The approved Her Majestys Revenue and Customs (HMRC) mileage allowance for cycle mileage is 20p per mile, when undertaken for business using the employee's own bike. There is no requirement to pay expenses for pool bike use but it can be an incentive.

Staff at Forster can claim 40p per mile for using the pool bikes.

### **Maintaining pool bikes**

For more information on costs associated with this subject see section 5.

## **4.3 Step 3 Obtaining bikes, equipment and storage**

### **Bike suppliers**

#### **Buying bikes**

Visiting local cycle shops and internet searches are the best ways to find out where to buy or lease bikes. Buying bikes can be cost effective if the organisation keeps them for a couple of years with moderate levels of use. However, as bikes age, maintenance costs can increase. Regular maintenance costs should be taken into account when comparing purchasing with leasing.

Bikes bought through a local cycle shop may make it easier to arrange ongoing maintenance as it will be more convenient to visit a nearby retailer if there are problems. The supplier will also be more keen to engage with an organisation if it is also involved in activities such as Bike Doctor sessions.

Bikes may be purchased through providers that only operate online and could appear cheaper but they may require building and will certainly need checking by a competent person. It may be possible to arrange bike assembly, safety checks and maintenance with a local bike shop or supplier, but the cost may cancel out any savings made by not buying locally.

All but one of the case study organisations bought their bikes outright, but none bought them online. Most liked buying from a local retailer who could then service the bikes regularly.

Forster deliberately chose a British manufacturer when buying its folding bikes.

## Leasing bikes

When leasing bikes for a pool bike scheme, a package including regular maintenance, call-out for repairs, periodic replacement with new bikes and even third party liability and theft insurance can be negotiated. This simple solution has the benefits of regular checks, which helps meet an organisation's health and safety obligations and avoids having bikes out of service for maintenance reasons.

As with bike purchase, leasing from a local cycle shop which is also engaged in supporting cycling to work by means of a Bike Doctor scheme, will help strengthen the relationship.

## Buying equipment

The bike supplier will usually be able to provide both advice and equipment, and it may be possible to negotiate prices for a complete package of bike plus accessories.

## Parking options

Bikes should always be locked to a secure, immovable object when not in use and arrangements should be made for cycle parking.

### Indoor cycle parking

Storing bikes securely indoors will help prolong their life and reduce the likelihood of theft. A folding bike may be chosen where there is limited space and other options are not secure. As an alternative, if space permits, bikes may be kept in lockers which can be added to if demand grows.

FCB Studios and Forster keep their bikes in their reception areas. FCB Studios designed the reception area of its new London office specifically to accommodate its bikes.

Chiswick Park Enjoy-Work keep its full-sized bikes in the carpeted reception area. The bikes stand alone, side-by-side which makes them easy to remove and replace. A rack was trialled but it was not possible to fix it to the reception floor.

NHS Richmond use bike lockers and most other organisations keep their bikes in covered areas, where they are securely locked to their racks or where the area itself is secure.

### Outdoor cycle parking

The stand recommended the most is the Sheffield stand (an inverted U-shape) which may be bolted down or concreted in position. These are simple in design, easy to install, use a minimum of space and allow two bikes to be locked to each stand. If there is insufficient space on-site, on-street cycle parking may be an option. The local authority will be able to advise if this is possible.

## Other facilities for cyclists

The scope of facilities that can be provided will depend on the space and budget available, but could include lockers for storing cycling accessories or a change of clothes, showers, a changing room, an area for drying wet gear, or an iron and ironing board.

For more information on cycle parking and other facilities email [Businessengagement@tfl.gov.uk](mailto:Businessengagement@tfl.gov.uk) for a copy of the Cycle for Business guide.

### **4.4 Step 4 Launching the scheme**

To give the scheme as much publicity as possible a launch event or series of events can be organised. The launch can be linked to a local or national cycling event, such as Bike Week (usually in June), or be specifically focused on using the bikes with 'how to' sessions. Rather than just publicising the scheme once it should be the subject of year-round promotion with particular emphasis in the spring when weather conditions improve and days are longer.

At the Health Protection Agency all staff received an email outlining how the pool bike scheme would work when launched.

At Forster, familiarisation sessions were held where staff could practice folding and unfolding the bikes.

## 5. Ongoing management

Once the systems are in place and staff are familiar with the pool bike scheme, it should not take much time to administer. However, a nominated individual should be the main point of contact and have an overall view of the scheme and the maintenance schedule for each bike. Estates and Facilities departments usually manage pool bike schemes.

Requirements for managing a pool bike scheme once it has been established will include:

- Maintaining user (staff) safety
- Maintaining the booking system
- Monitoring use and impact of use
- Regular publicity and promotion

### 5.1 Maintaining user safety

#### Institutional responsibility – cycle maintenance

Each bike should be clearly identifiable and a maintenance schedule set up for it. This should reflect the anticipated level of use of the bikes and can be revised once a pattern of use has been established. Bikes may need to be serviced more regularly in the summer when use is likely to be higher. Some suggestions are provided in the table below but individual needs will differ. Bikes should always be checked for safety before being used.

Level of use (miles cycled/month)	Frequency of maintenance
<50	Every three months*
51 - 150	Every two months
150+	Monthly
* Even with little use tyres will go down and moving parts need lubrication	

Some maintenance suppliers will manage repairs and maintenance through an online management system, maintaining a record of each bike. If this facility is not available to you, an example maintenance log is provided in Appendix 3.

Most case study organisations have their bikes thoroughly checked at least every six months and a general overhaul once a year, sometimes as part of a contract with the cycle supplier.

At Sky, where bikes are maintained by an on-site service provider, they receive a

general service and check every three months and are also always checked prior to use.

Bikes at NHS Richmond are numbered with a record of their frame number and general particulars. The electric bikes and push bikes are checked on alternate months at Bike Doctor sessions organised through the Council.

### **Individual responsibility**

Staff should always check the bike is safe before taking it out. They should ensure the brakes work, tyres are not flat and there are no other obvious problems. If a problem emerges during use, the borrower should report it in a written log on their return.

If the bike is found to be faulty for whatever reason it should not be ridden and all problems should be reported to a designated contact person within the organisation so the fault can be recorded and dealt with quickly. It is important that faults are fixed quickly as staff will quickly dismiss the scheme if the bikes are often out of use. If a bike malfunctions while on a journey, staff should be instructed not to ride and, if necessary, lock it securely for retrieval later.

In practice, case study organisations report encountering remarkably few problems.

### **Bike mechanic sessions**

Bike mechanic or Bike Doctor sessions can be held periodically for bikes belonging to staff as well as for the pool bikes. They can perform maintenance and safety checks and highlight problems too large for staff to fix. The providers can also train members of staff in basic bike maintenance so that routine checks can be undertaken internally.

Some of the on-site security team at Chiswick Park Enjoy-Work have completed a bike mechanic course and can fix a number of common problems. Bike Doctor courses are also run for the guests (tenants) on the Park so they can learn skills to maintain their own bikes.

### **Cycle training for staff**

Training sessions are available for all levels of cyclists. It can even deal with specific journeys through a bike-buddy scheme organised through the BUG. The relevant standard for most work-related journeys should be Level 2 or 3 of the National Standard for Cycle Training, known as Bikeability. It is recommended that employers encourage staff to undertake cycle training and direct them to qualified trainers. These can be found online or through the local council.

At Sky, cycle training is provided through a number of sources including local authority provision and via its onsite cycling services provider.

## 5.2 Maintaining the booking system

Once established, this is straightforward. Administration is often undertaken by Reception staff who will hold the necessary keys as well as the cycle log. If staff are only available during office hours and there is a demand for returning bikes after-hours a 'key drop' box can be installed.

Case study organisations report very few problems regarding compliance with their schemes. If bikes are not returned on time there is usually a good reason. Staff can be tracked via their contact details. At Sky, staff have to provide details of their line manager when they register as an additional security factor.

At Kew Gardens various teams will have their own set of bikes so users are well known among their team.

Borrowers generally take good care of the equipment and even keys to locks are rarely lost.

### Monitoring use and impact of use

The simplest monitoring tool will be analysis of the pool bike booking records. These should show the level of use and what the bikes are being used for. Depending on the requirements of the booking system it could also show distance travelled or destinations, from which financial, time and emissions savings can be calculated. Since users are unlikely to be able to judge their trip distances accurately, they can be helped in this respect by keeping a map with the booking out forms. This can be marked with concentric rings giving crow-fly distances from the premises. While this may not accurately represent true distances it will, at least, give an indication of how far they have gone (there and back).

See Appendix 3 for an example of a form for recording cycle use. Depending on the level of use this review should be undertaken monthly or quarterly.

If the organisation has a Business Travel Strategy, the regular follow-up surveys carried out will help identify the level of use of the pool bike scheme if appropriate questions are asked. Results can then help to establish whether additional or fewer bikes are needed, whether further publicity is required and whether there are other factors that would help to encourage greater use. These surveys can also be used to track whether an organisation's approach to its CSR and improvements in air quality are being positively received.

Level of use of pool bikes is not formally monitored by most case study organisations, although the data is recorded in some cases through expense claims.

Forster estimates about 40 per cent of staff have used their pool bikes.

At Chiswick Park, one or two bikes are used daily in the winter. This rises to five or six in the spring. and all 10 are taken out on sunny summer days.

At Kew Gardens, the bikes are in almost constant use.

## Ensuring the scheme is integrated in the organisation

The scheme needs to be integrated into the organisation's policies. This can be achieved through:

- Welcome packs and induction for new recruits
- Inclusion in Business Travel Strategy (travel plan)
- Inclusion in annual reviews – awareness raising only
- Inclusion in annual reviews – with targets for use where appropriate

Information on the pool bike scheme is provided to all new staff at FCB Studios.

## Regular publicity and promotion

Promotion for the pool bikes to increase take-up of the scheme can be undertaken alongside other general cycling promotions, such as:

- The creation of a BUG
- Bike breakfasts (which can now be offered tax-free as part of a 'cycle to work' day)
- Bike Doctor maintenance sessions
- Participation in local or national cycling events
- Lunchtime/after-work rides, perhaps with a health or history focus
- Provision of good cycle maps

Lunchtime and evening led rides at Sky are hugely popular. Groups of staff go out together to places of interest, led by an experienced cyclist from their onsite service provider and trained leaders from Sky. They were launched in June 2009 in Bike Week. They ran every fortnight from August to early December and started again in May 2010. Apart from the confidence they give to new or returning cyclists, they foster team spirit and enable staff to meet who would never have met otherwise.

Regular reminders could include:

- Email promotions
- Items on the intranet
- Articles in staff newsletters
- A charity event

Promotion of the pool bikes can centre around usage, such as trialling journeys between work destinations, lunchtime leisure or commuting to and from work.

FCB Studios, Forster and Chiswick Park Enjoy-Work keep their company-liveried bikes in full view at reception which serves as a constant reminder to everyone passing through.

Forster has a comprehensive set of promotional activities, including guided tours in the area to commonly-visited locations, for example to a particular client, and an informal buddy scheme.

## 6. Additional help and relevant organisations

There is a wealth of readily available information on cycling. The organisations listed below may be useful in seeking background information, advice and can provide links to other useful information. Also, contact your local authority to see how they can help.

### TfL

TfL provides a wealth of information on all aspects of transport in London, including cycle information, maps and details of the Barclays Cycle Superhighways ([tfl.gov.uk](http://tfl.gov.uk))

### Your local council

The Sustainability Officer or Cycling Officer at your local council will be able to provide advice on a wide range of subjects.

What for	Who	Where
Cycle to Work Scheme (advice)	Department for transport	<a href="http://www.dft.gov.uk">www.dft.gov.uk</a>
Cycle providers	Local retailers and online	Local shops and online
Cycle to Work Scheme (cycle provision)	Cycle retailers	Local shops and online
Tax advice	HMRC	<a href="http://www.hmrc.gov.uk">www.hmrc.gov.uk</a>
Health & Safety advice	HSE	<a href="http://www.hse.gov.uk">www.hse.gov.uk</a>
Cycle to work guarantee	DfT	<a href="http://www.cycletoworkguarantee.org.uk">www.cycletoworkguarantee.org.uk</a>
Independent travel planning advice	ACT TravelWise	<a href="http://www.acttravelwise.org">www.acttravelwise.org</a>
Insurance	Existing insurer or broker	Online
Bike Doctor and cycle maintenance provider	Local cycle shop or other	Online
Promotion	Bike Week	<a href="http://www.bikeweek.org.uk">www.bikeweek.org.uk</a>
Cycle training	Commercial providers	Online
Local campaign issues and support groups	London Cycling Campaign	<a href="http://www.lcc.org.uk">www.lcc.org.uk</a>

## Acknowledgements

The following individuals and organisations are thanked for their contributions to this document:

Brompton	Chiswick Park Enjoy-Work
Feilden Clegg Bradley Studios	Forster
Gifford	Health Protection Agency
NHS Kensington & Chelsea	NHS Richmond
The Royal Botanic Gardens, Kew	John Simnett
Sky	SEA/Renue
Steer Davis Gleave	Transport Initiatives

## **Appendix 1: Understanding and managing risk**

### **Background**

It is only natural to want to consider the safety issues of using pool bikes, or general cycling, to, from or during work. However, there is a danger in over-emphasising the risks faced by cyclists. The same applies to concerns of an employer 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 for the individual and corporate benefits for the organisation. 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 today's 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 distance<sup>17</sup>. This very low level of risk should be balanced against the potential benefits of cycling for the individual and employer, as previously outlined.

### **Site safety**

All organisations will have in place systems that evaluate the health and safety issues of those who travel for business and work in or 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 cycle use is very much the same and, therefore, should not be seen as a barrier to encouraging introducing a pool bike scheme or encouraging cycling to work.

### **Mitigation**

Understanding the issues enables organisations to make informed, balanced judgements about them. A responsible employer will have thought about these aspects and made suitable plans. As explained above, this should not be more onerous than those who already use pool cars or use their own cars for business purposes. 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, perhaps include at least one person who understands cycling issues, including cyclists' behaviour. This will ensure a balanced outcome. Sources for further enquiry are provided in the appendices.

Cycling on the commute 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

---

<sup>17</sup> Cavill & Davis, Cycling & Health - What's the evidence? Cycling England 2007

confidence that their cycling skills are good enough. It is also worth noting, as explained earlier, the more people who cycle, the safer cycling becomes<sup>18 19</sup>. An increase in the number of people 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, use cycle parking or pool bikes, 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 or car pools etc.

### **Legal aspects/legislation**

By taking account of the recommendations highlighted in this guide, employers can also ensure that staff have safe entrance and exit to and from the site/building. This is a specific legislative requirement<sup>20</sup> 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's 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 years<sup>21</sup>. 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 employers' health and safety practices and liability and/or public liability insurance policies to ensure that the organisation is adequately covered.

---

<sup>18</sup> CTC. Safety in Numbers. 2009,  
[www.ctc.org.uk/resources/Campaigns/CTC\\_Safety\\_in\\_Numbers.pdf](http://www.ctc.org.uk/resources/Campaigns/CTC_Safety_in_Numbers.pdf)

<sup>19</sup> Safety in numbers: more walkers and bicyclists, safer walking and bicycling ,Jacobsen PL Injury Prevention ,2003, 9:205–209

<sup>20</sup> S2(2)(d) Health and Safety at Work Act 1974

<sup>21</sup> S 2 and 3 Health and Safety at Work Act 1974

## Appendix 2: Case study organisations – a summary

Organisation	Activity/sector	Location	Staff on site	Bikes	Scheme start date	Use
Chiswick Park Enjoy-Work	Site management company	Chiswick, west London	4,500 in a range of companies	Ten available to any employee working on site	2,000	Leisure/shopping at lunchtimes
Feilden Clegg Bradley Studios (FCB Studios)	Architects	a. Central London b. Bath	a. 40 b. 80	a. Three folding b. The folding	The early 1980s	Work
Forster	PR/Communications	Central London	50	Four folding	2008	Work
Gifford	Engineers	Central London	50	One folding on loan from local BID (Better Bankside)	2008/09	Work and leisure?
Health Protection Agency for Infections	Health	Colindale, north London	1100	Four bikes	c 2006	Leisure/shopping at lunchtimes
NHS Kensington & Chelsea	Primary care Trust	a. HQ, St Charles Hospital b. Central London	a. 250 b. 40+	a. Two bikes b. One bike	c. 2002. Current bikes are two years old	Inter-site visits, work in the community
NHS Richmond	Primary care Trust	a. Health & Social Care Centre b. HQ, southwest London	a. 111 b. 80	Four bikes, two of which are electric. Three at one site and one at the other	2005 with two bikes. Scheme revamped scheme in 2008	Inter-site visits (nine sites within 2-3 miles of each other), work in the community
The Royal Botanic Gardens, Kew	Horticulture, visitor attraction	Southwest London	600+	c 24, split into departments/teams	Formally introduced in 2008 but always had bikes on site	'Internal travel' in the 300-acre gardens
Sky	Media	Osterley, west London	7,000	30 bikes of all kinds. Management sub-contracted to an on-site service provider.	June 2009	Leisure rides at lunchtime and after work, testing commuter routes

**Appendix 3: Examples of policy and registration forms**

**Example of cycle use log**

**Bike ID (use one sheet per bike) \_\_\_\_\_**

<b>Name</b>	<b>Dept</b>	<b>Telephone (mobile)</b>	<b>Date and time out</b>	<b>Destination/purpose</b>	<b>Approx distance (miles)</b>	<b>Date and time in</b>	<b>Problems damage to bike or helmet</b>

