



BEST
PRACTICE
GUIDE 2018

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MAYOR OF LONDON

O'DONOVAN
WASTE DISPOSAL





Welcome to the Active City Network's Best Practice Guide 2018

It is a great pleasure to welcome you to the second annual Active City Network: Best Practice Guide. The City of London has amongst the highest rates of active travel in London and the UK. Our ambition is to make walking and cycling in the Square Mile safer and more comfortable. With almost 500,000 people working and commuting into the City, employers are a key stakeholder in helping to achieve this ambition.

This guide provides practical examples, case studies and interviews showcasing some of the many active travel initiatives taking place across the City of London.

We hope that this guide will inspire you as an employer or employee to join the network, so we can support your businesses' active commuters.

*Christopher Hayward CC, Chairman of Planning and Transportation Committee,
City of London Corporation*



One of the strengths of the Active City Network is that we, as individuals, employees and employers are all moving towards a common vision. A vision of a world class city, where everyone that lives, works and visits can travel in a safe and healthy environment.

My involvement in this initiative continues to be driven by the knowledge that collaboration leads to solutions which can create a better future and that will lead to a City that thrives and celebrates healthier living.

The new Mayor of London's Transport Strategy outlines a Healthy Streets Approach which the City endorses, and a Vision for zero fatal or serious injuries. Achieving this ambition within such a busy Square Mile will require many stakeholders to work together, and bringing them together is the role of the Active City Network.

Through this collaborative approach, I hope that you all recognise that everyone has a role in the current and future success of the City.

We look forward to making a difference to our City's future with your help and support.

*Alderman Alison Gowman, Chairman of the Active City Network,
City of London Corporation*



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About the ACN

Almost 500,000 employees are registered within the City of London, of which a large majority walk or cycle the last mile to work on any given day.

As City employers are the final destination for these commuters, as well as the deliveries that keep the City flourishing, the Active City Network (ACN) continues to prioritise business engagement.

The aim of the ACN is to establish a communication channel to both talk to, and get feedback from, employers about initiatives planned in the City of London to support safer commuting. Through the Network we can provide training and encouragement for workers to enjoy a safer, more active journey to work.

Join the Network
rdr@cityoflondon.gov.uk



2: TRAINING

Businesses can receive free training for their employees, whether they drive or ride to or for work. We can also support City residents and the community work towards creating safer, healthier streets.



1: EVENTS

The Active City Network hosts free events to engage with the City community. You can network with your peers, learn from influential speakers and find out more about initiatives to support health and wellbeing, business corporate social responsibility and safer active travel.



3: COMMUNICATE

Encourage all employees and your community to bring their ideas to the table. By being a member of the ACN, you will have the opportunity to feed into strategies, campaigns and events through surveys and consultations.



4: BEST PRACTICE

The Active City Network continues to encourage business to share best practice and inspire each other. Establish your business as a leader, share your experiences and help other businesses adopt best practice for a safer, healthier City.



5: EXPERT

Stay up to date with industry news, offers and advice from the City of London Police, Transport for London, the City Corporation and more.

Join the debate on making the most of our street space

The City of London Corporation is developing a 25-year Transport Strategy for the City and a five-year Road Danger Reduction and Active Travel Plan (more details on page 18).

The Strategy will set out how the City Corporation will manage transport and streets to ensure the Square Mile remains a great place to work, live, learn and visit. The Road Danger Reduction and Active Travel Plan looks at what we can do in the short term to make streets safer and more attractive.

The demands on City streets are increasing due to significant growth, fast-moving technological development and changing travel habits. As this growth continues, we must ensure safety is not compromised and that our streets are appealing public spaces, as well as facilitating the movement of people and goods.

With no new street space available, but increasing demands on existing space, the City must decide how to prioritise the various users of streets.

Both the Transport Strategy and Road Danger Reduction and Active Travel Plan will go out to public consultation in June and be open for comment during the summer. We encourage you all to join the discussion and comment on this.

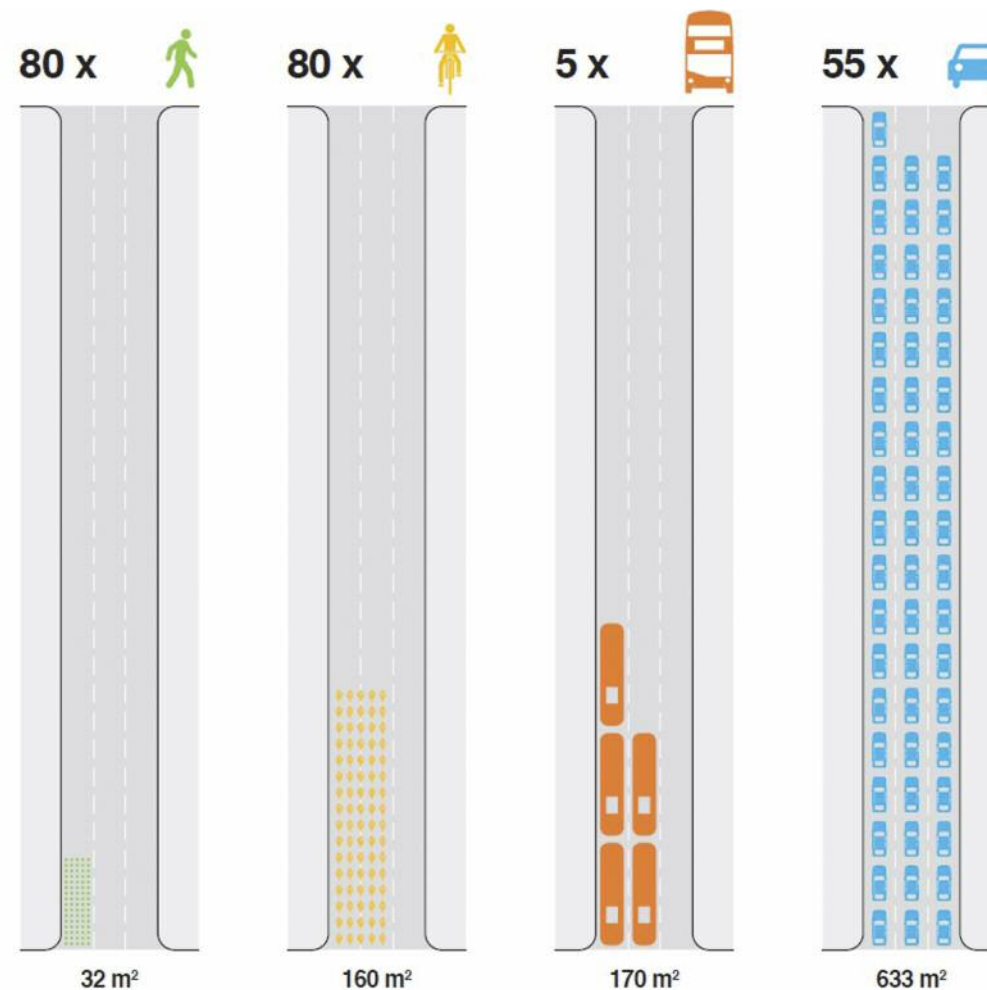
Consultation deadline: 5 August

- www.cityoflondon.gov.uk/transportstrategy
- www.cityoflondon.gov.uk/rdrconsultation

A consultation on proposed improvements to the eastern part of the Square Mile, in a bid to bring substantial economic and environmental benefits to the area will also open in June and you can find out more about this on the City of London Corporation Website.

- www.cityoflondon.gov.uk/easternclusterarea

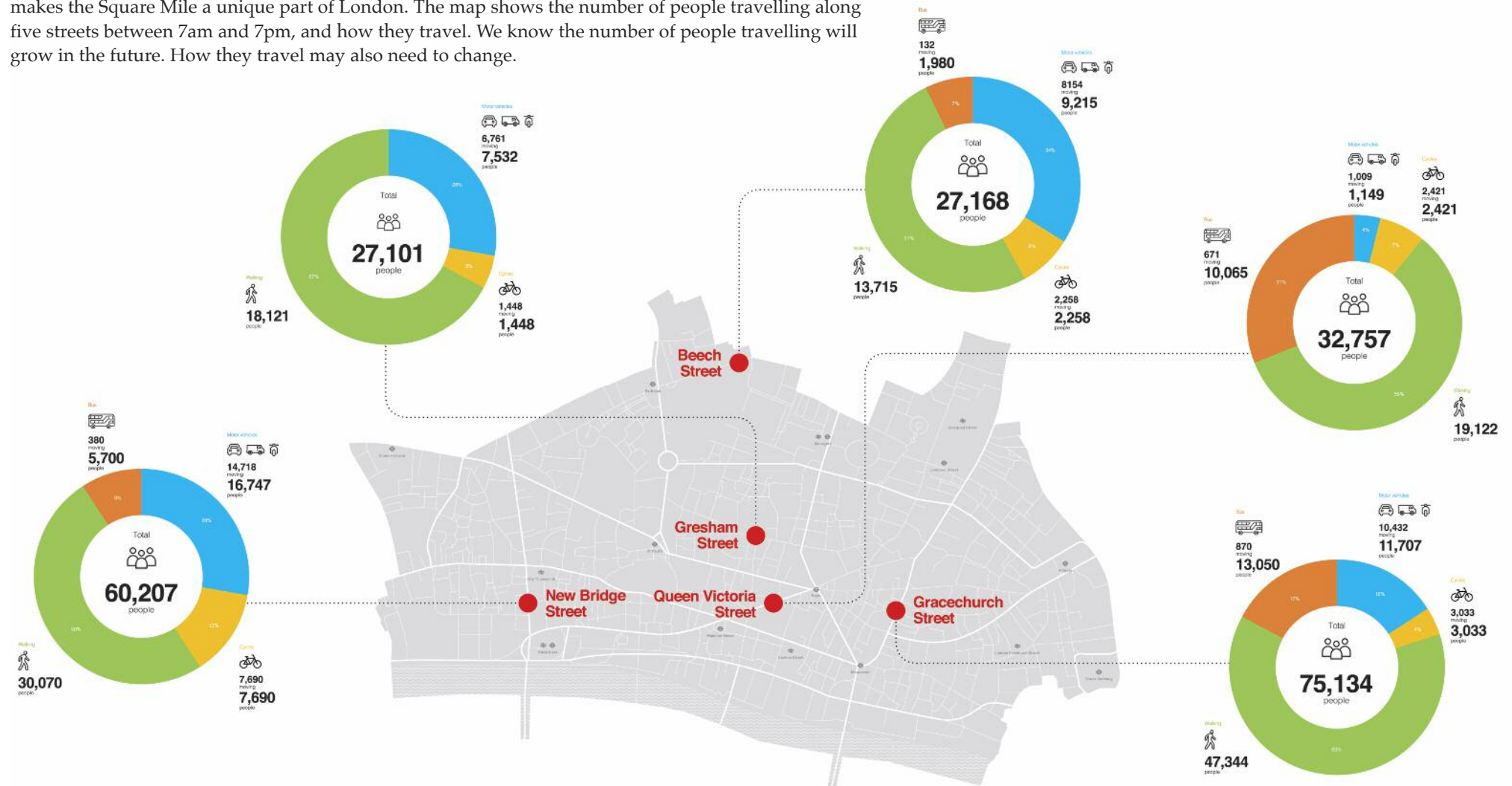
The City Corporation are keen to hear from everyone, whether you have a suggestion, comment or complaint.



The space occupied by 80 people using different modes of transport (based on the average occupancy of buses and cars in the City)

How many people do our streets move?

Everyone knows that the City's streets are busy places. This hustle and bustle is one of the things that makes the Square Mile a unique part of London. The map shows the number of people travelling along five streets between 7am and 7pm, and how they travel. We know the number of people travelling will grow in the future. How they travel may also need to change.





The walk will do you good

Bespoke 'cultural walks' not only encourage a short break away from the desk but also show how easy it is to travel around the Square Mile on foot, says **Richard Lambert**

Living Streets, the UK charity for everyday walking, is partnering with companies in the City of London to deliver behaviour change initiatives that are getting City workers walking more.

Employees at life and pension firm Phoenix Group got the opportunity to discover the City of London's hidden gems thanks to a customised, self-guided walking trail. They explored the streets around their head office at Juxon House outside St Paul's. Living Streets developed the bespoke tour for Phoenix on the online walking app Crumbs. The app takes users on walking routes scattered with clues and trivia questions to help them discover more about the culture and history of the area they are wandering around.

The trail takes advantage of the iconic history and culture that are on Phoenix Group's doorstep. It covers a 1.4 mile route, which takes walkers via famous buildings, secret city gardens and ruins from the Great Fire and Blitz - all while they burn an estimated 150 calories across 3,036 steps.

During Living Streets' National Walking Month in May 2017, the St Paul's Crumbs trail was promoted to staff as free to download and use, and Living Streets ran a lunchtime-led walk for staff along the trail.

The led walk provided a great way to launch the programme and was well-attended by all departments and management levels. The first led walk was such a

success that Living Streets ran a second lunchtime walk in autumn to engage with more staff throughout the London office. Overall, 30 staff took part in the two led walks.

One of the Phoenix staff that took part in the led walk said: "It was a very enjoyable hour spent exploring the area. It would be great to have more of these for lunchtimes."

Stephen Jefford, Group HR Director at Phoenix Group, said: "We're always looking for ways for employees to mix across grades and functions, and running a cultural walk is a great way to do this. A lunchtime walk is also more doable and often more effective than having to organise a whole day or team building session. People get together to learn something interesting as well as useful. In the City we're surrounded by history as well as natty short cuts away from the traffic!"

Living Streets has been increasingly working in partnership with companies in the City on projects that encourage staff to walk more. Led and self-guided walks are a great way for organisations to encourage their staff to walk more whilst they're at work. Paired with programmes that focus on improving employee wellbeing and active travel, led and self-guided walks can provide a practical activity for employees to engage with.

Developing a bespoke self-guided walking resource for staff, such as a trail or walking map, means the resource can be used well into the future, continuing to encourage

A Living Streets walk leader takes Phoenix Group employees on a 1.4-mile walk of famous buildings, secret city gardens and ruins from the Great Fire and the Blitz



**“ALL TRULY
GREAT THOUGHTS
ARE CONCEIVED
BY WALKING”**
Friedrich Nietzsche

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www.livingstreets.org.uk/nwm

**LIVING
STREETS**

**HOLD A
WALKING
MEETING**

**Who said you had to sit down
for a meeting? The most creative
moments take place outside.**

PLEDGE TO #TRY20
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**LIVING
STREETS**

active travel with more than just the original beneficiaries. For instance, using the walking trail as part of an induction for new staff not only ensures the resource remains useful over a longer period of time but also helps employers demonstrate their commitment to their staff's health from the off.

Lucy Symonds, Corporate Responsibility Manager at Phoenix Group, said: "The cultural walks within the City have been very positive. I would encourage any business in the City to trial a 'lunchtime cultural walk' to boost employee wellbeing and increase step count but most importantly to encourage a short break away from the desk and learn something new."

Phoenix Group is planning on running another led walk at their City office.

If you are interested in getting your employees walking more in the City then get in touch with Living Streets by emailing info@livingstreets.org.uk or 020 7377 4900.

■ **Richard Lambert** is Project Coordinator London at Living Streets

Walking programme tips for business in the City

Living Streets has the following tips for businesses to start to develop their own walking initiatives and plans:

- A good place to start is by conducting a simple survey to find out what walking activities your staff would be interested in taking part in.
- Get support for your walking initiatives from senior management and get them to lead by example.
- Walking has so many benefits for employee wellbeing and health but also to the wider organisation such as increases in productivity and performance and reducing staff turnover. Use these to promote the benefits of your programme.
- Embed your walking programmes in other key initiatives such as employee wellbeing, sustainability and corporate responsibility programmes.
- Establish key and interested staff that can act as 'Walking Champions' to promote walking throughout the organisation.
- Organise a programme of events and activities for a launch day or week to get people excited.
- Make use of existing resources and services in the City such as Business Healthy and walking resources such as TfL's Walking Tube map to engage staff in walking.
- Create resources and ways that encourage your staff to walk more after the event e.g. walking maps, signage that encourages active travel around the office or incentives for staff that walk either to/from or during work.
- Promote Walking Meetings as a great way for staff to increase their activity levels whilst at work. Living Streets has guidance on how to hold a walking meeting. Walking maps and short trails can be used as routes for walking meetings.
- Partnering with an organisation such as Living Streets that has the expertise is a great way to ensure you have the support and knowledge to make your walking project a success.



Can you afford not to be insured?

Jennifer Buchanan of law firm Fieldfisher explains why employers should encourage their staff to take out cycling insurance

The number of Londoners cycling to work more than doubled in the 10 years to 2015, according to government statistics. This rise will surely continue as we see more improved cycle lanes and the Mayor of London's determination to encourage the switch from motorised to active and sustainable modes of transport.

For an employer, the benefits of encouraging your staff onto their bikes are clear. People who cycle are generally healthier; a regular adult cyclist typically enjoys a level of fitness equivalent to someone 10 years younger.

Also, a study by the charity Cycling UK found that people who cycle to work have a 45% lower risk of developing cancer and a 46% lower risk of cardiovascular disease compared with commuting by car or public transport. Not only that, cycling to work is shown to make you happier, more likely to arrive on time and take less time off through ill health.

So, it's clearly a win-win for businesses. Indeed, business-focused *HR* magazine recently suggested companies should have bikes available in the workplace, which employees can use for errands.

The good news is that cycling in Britain remains relatively safe; between 2012-16, there were around 9.4 million cycle trips for every cyclist death and, overall, the health benefits of cycling outweigh the injury risks by an

estimated 20:1 (life years gained due to the benefits of cycling v the life-years lost through injuries – Cycling UK).

But in the same way that companies are expected to protect employees and the public with liability and indemnity insurance in case of an accident at work, it must be sensible to expect them to encourage staff to take out cycle insurance to protect themselves and others, particularly if they ride a bike as part of their job, such as a cycle courier.

The issue of whether or not to make insurance mandatory for cyclists, in the same way it is for car drivers, divides opinion. Some argue that this would dissuade the casual cyclist from getting in the saddle.

At Fieldfisher we know all too well the potential cost implications of a collision involving cyclists. We represent not only cyclists who are seriously injured in road accidents and the families of cyclists killed on the roads but also pedestrians who are injured or killed by cyclists.

The medical costs for getting someone back on their feet are high, and the compensation due to a family where someone has died reflects earnings and the cost of looking after dependants. Without insurance, those costs can fall to the person responsible for that collision and can legally be sought from assets such as a house.

Taking to the roads on a bike with no insurance not only potentially leaves a cyclist liable for the harm they do

others, but also means they are unprotected should they be involved in a collision caused by someone else.

British Cycling and others actively encourage members to take out insurance, which covers a cyclist for third-party liability, offers compensation help when a cycling incident isn't your fault, insures your bike for theft and damage and offers travel insurance for cycling holidays.

Rather than seeing it as detrimental, businesses should see encouraging cyclists to take out insurance as essential protection and a positive move to get more people onto their bikes.

■ **Jennifer Buchanan** is Senior Associate at Fieldfisher

Cycling insurance is offered by a range of organisations including:

- **British Cycling:** www.britishcycling.org.uk/membership
- **British Triathlon:** www.britishtriathlon.org
- **Cycling UK:** www.cyclinguk.org/membership/member-benefits
- **Cycleplan:** www.cycleplan.co.uk/whycycleinsurance
- **London Cycling Campaign:** <https://membership.lcc.org.uk>

The City Corporation has created a three-year Responsible Procurement Strategy. This was developed by translating international conventions, national legislation and targets, regional strategies and Corporation priorities and departmental strategies into supply chain requirements.

As part of its responsible procurement strategy, the City of London Corporation now requires all public service contracts that involve some form of vehicle movement to include an air quality menu (see panel opposite). In their tender responses, bidders must choose one of the options in the menu. The chosen option must be initiated within the first six months of the contract.

Natalie Evans, the City Corporation's Responsible Procurement Manager, says: "Although this is a more robust approach to tackling air pollution, the City Corporation has taken care to allow enough flexibility so as not to deter SME bidders that may face resource constraints. The City Corporation then checks up on this during quarterly management meetings, helping to support their chosen option wherever possible.

"We apply responsible procurement at each stage of the tender procedure, from soft market testing at the outset to contract management and supplier relationship management," says Evans.

"Our responsible procurement requirements take into account the relative risks, potential outcomes, market maturity, level of spend and the strategic nature of each contract."

Road safety requirements are now clearly stipulated in contracts. For contracts valued at £250,000 and above, suppliers using vehicles of more than 3.5 tonnes must already have, or be prepared to have, the Fleet Operator Recognition Scheme (FORS) Bronze accreditation or equivalent in the first three months of the contract. For contracts of 18 months duration or more, suppliers must achieve FORS Silver accreditation or the equivalent. These requirements must be cascaded to any relevant sub-contractors. Any suppliers unwilling to meet these

New style bids will boost wellbeing in the City

Firms submitting tenders to the City of London Corporation are required to sign up to measures designed to improve air quality and road safety, says **Natalie Evans**

requirements will not progress to tender stage.

Alongside these requirements for contractors, the City Corporation is also working to ensure its own fleet meets the Ultra Low Emission Zone (ULEZ) standards, which will come into force on 8 April 2019. The traffic management and emission reduction scheme will operate in the same area as the current Congestion Charge Zone.

The City of London Corporation is registered with the LoCity programme, a management scheme that facilitates partnership between stakeholders to encourage reduction of fleet emissions.

"A Corporation-wide 'no diesel' policy was implemented at the start of 2016," Evans says. "For every new vehicle purchased by the City Corporation, a

business case study is undertaken and assessed by the Transport Coordination Group, ensuring the cleanest option is chosen in line with our operational requirements."

Types of ULEZ vehicles

The decision between fully electric, hybrid or standard vehicles is dependent on purpose of use and the availability of viable options on the market, Evans explains. "For example, we are now phasing in full electric vans as well as cars, but options for 4 x 4s with enough torque for use within our Open Spaces are still not available, meaning we have to opt for diesel models until the technology is developed."

ULEVs owned by City Corporation

The City of London Corporation is also installing EV charging points across the Smithfield Meat Market and Barbican Estate car parks to encourage EV use by residents and local businesses, and meet Low Emission Neighbourhood objectives to improve air quality and reduce emissions.

There are already EV charge points at five City of London car parks; Baynard House, London Wall, Minories, Smithfield and Tower Hill.

Driver behaviour

A trial began in December 2017 for the new fleet management system, including the production of more detailed idling reports in effort to discourage fuel waste and reduce pollution.

Also, key contractors have been asked to volunteer

Tender tips

- Establish an ambitious policy to demonstrate a genuine organisational commitment to using alternative vehicles.
- Use each stage of the procurement cycle to meet your objectives, eg, FORS attainment at selection stage, mandatory AQ requirements in the specification, evaluate innovative approaches as part of the tender response etc.
- Be robust yet flexible in your AQ requirements so as to encourage improvement but not stifle competition.

Air Quality Menu

- Set ambitious targets for the reduction of NOx and PM10 emissions from vehicles over the life of the contract.
- Trial a zero emission (capable) vehicle with the support of the City of London Corporation – may be cargo bike.
- Set a target for a reduction in the number of vehicle trips that form part of the contract.
- Develop a plan, with the City of London Corporation, for reducing the air quality impact on days of 'high' and 'very high' air pollution.
- Develop a logistics approach that avoids deliveries during peak congestion and pedestrian footfall times (7am - 10am, 12 - 2pm, 4pm - 7pm).
- Green driver training for the majority of staff used on our contract, offer safer urban driving courses to drivers.
- Retrofit and/or trial a new technology that supports air quality improvement, eg gear shift indicators, stop-start ignition, software to monitor green driving.

alongside the City Corporation staff in 'idling action' events to encourage drivers of parked cars to turn off their engines.

A telematic system, providing mileage and fuel use data for each driver, will be incorporated once the new management system is in place. This will encourage fleet drivers to modify their behaviour to reduce fuel consumption, or the rapidity at which the battery drains.

■ **Natalie Evans** is Responsible Procurement Manager at the City of London Corporation



Andy Barnard, Superintendent of Burnham Beeches and The Commons, says: "After undertaking a life cycle costing exercise on potential vehicles, it was found that leasing the BMW i3 was the most cost effective solution compared with similar diesel, petrol and hybrid models. It has now been in use at Burnham Beeches for three years and has had very favourable feedback. The vehicle has coped well with both motorway and city traffic. Charging points were installed at two strategic bases to ensure round trips of over 100 miles."

Want to find out about electric bikes? Take the tour!

Workers can try out e-bikes during their lunch breaks while visiting interesting sites in the City of London

People working in the Square Mile are being offered the chance to try out electric bikes for free while exploring their historic surroundings. Green Commute Initiative is running e-bike tours, mostly along Cycle Superhighways and Quietways in the City, for the Cheapside Business Alliance (CBA).

There have been six tours so far, and the CBA is keen to host more. The CBA – one of the first Business Improvement Districts in the City of London – lists environmental measures and wayfinding among its key strategic themes.

There has been plenty of positive feedback to the e-bike tours held so far. Of those taking part:

- 89% said they were “Likely or very likely” to come along to another led ride in the future.
- 75% felt more positive about cycling after the e-bike tour.
- 80% said they were “likely or very likely” to cycle after the tour.
- 80% said the e-bike tour had increased their awareness of air quality and environmental issues.
- 100% said they would recommend the e-bike tour to a friend or colleague.

Green Commute Initiative can organise tours of e-bike events for any company in the City of London. A maximum of 10 people can go on a tour, which will normally last no more than an hour, says Rob Howes, Managing Director of Green Commute Initiative.

Companies can sign up for a bespoke tour by contacting: ebiketours@greencommuteinitiative.uk

It normally takes about four weeks to organise a bespoke e-bike tour, and tours can take place in most conditions, though extreme wet weather or ice might result in cancellation on safety grounds. People can ride the e-bikes in their everyday clothing, including skirts as step-through models are available, Rob points out.

CBA’s Claire Dumontier-Marriage says: “We are passionate about supporting the City of London Corporation and Mayor’s campaign on air quality. Green Commute Initiative has partnered with CBA to bring lunchtime e-bike tours to Cheapside. CBA members can sign up for a one-hour free tour, cycling around Cheapside, taking in iconic sites and history plus experiencing the City of London Quietway route.”

Rob Howes says: “Cheapside Business Alliance is really keen to promote cleaner commuting to their membership and have been very supportive in helping us market the tours and providing venues and support staff.”

Though not an e-bike seller, Rob says he helps provide the “mechanisms” to help employers and employees get affordable and convenient deals. “We have a growing network of resellers,” he says.

The Green Commute Initiative works in the same way as the Cycle to Work Scheme, enabling employees to save whatever their tax rate is (32% or 42%) on the price of an electric or any other bike, Rob explains. “The big difference with us, as opposed to any other C2W provider like Cyclescheme or Halfords, is we have no £1,000 upper

limit, and that makes e-bikes possible. We also don’t charge an end-of-scheme ownership fee.”

Rob also offers another service - the Green Bike Pool. This allows employers to hire a pool of bikes for their staff to use for short urban journeys instead of getting a taxi. “We hire out normal retail bikes, so they’re fun to ride and can include things like the new electric Brompton or the GoCycle.”

The bikes come as a complete package, including full insurance, maintenance, secure storage, locks and a web app to control the e-bikes.

“All the employer has to do is pay a monthly rental and we do everything else,” says Rob. “Employees can even take the bikes home if they want to.”

Why use an e-bike?

Rob Howes offers three good reasons to travel by electric bike:

- 1:** Hills and distance are suddenly no problem
- 2:** Using an e-bike is not physically demanding. You can cycle in normal clothes without getting hot and sweaty
- 3:** You can use all the cycle infrastructure and park pretty much anywhere

“

It helped me become more confident cycling in an urban environment and understand the London cycle layout

I cycle already, but had a slightly negative opinion of e-bikes. This has changed as I now appreciate them as an alternative, green transport method

A great idea, well arranged and led, and interesting to hear about the sites we are passing

Reflections on taking the tour

Here are just some of the responses Green Commute Initiative has received to its e-bike tours:

Awesome route

Excellent! Great idea to have a go on the route & use the e-bikes, thank you!

Longer ride would be nice, happy to pay towards local charity

Loved it! :-)

Loved the tour guide!

Quietways and Cycle Superhighways were nice but more filtered areas for bikes would make them perfect

Roman history was wonderful

Thanks - it was awesome!

Thanks that was great!

Very interesting tour and great way to try e-bike

”

Rob Howes of Green Commute Initiative (left) takes City workers on a magical mystery e-bike tour



Lateral thinking can help clear the air

By taking a few simple steps, businesses in the City can reduce their impact on poor air quality, explains **Keith Cotton**

There is growing evidence that poor air quality is having an adverse impact on our health. It has been recognised as a problem across London and, as a result, a lot of work is underway to reduce levels of air pollution.

Most local air pollution is a result of combustion, primarily caused by road transportation, heating, construction and local energy generation.

The Air Quality Team at City of London Corporation is working closely with the Active City Network and Road Danger Reduction Team to both educate City travellers where they can reduce their exposure to air pollution and support active travel. From a business perspective, your own emissions of air pollutants are to do with how employees travel to and from work, how the office is heated and how deliveries are managed.

The City Corporation's Low Emission Neighbourhood (LEN) programme, supported by the Mayor of London, has been working with businesses to outline simple steps that can reduce their impact on poor air quality:

- Communications – embed air quality in environment and sustainability policies, promote active travel and sign up to be an Air Quality Champion.
- Transportation – Reduce taxi usage by promoting viable alternatives. Encourage cycling by installing shower and cycle parking facilities in offices.
- Built Environment – Reduce gas consumption and generator usage. Introduce plants around the office to reduce pollution.

- Supply Chain – Reduce the number of deliveries coming to the office. Demand low emission vehicles to deliver goods and services.

Best practice schemes

As part of the City in Bloom 2017 challenge, Friends of City Gardens created a number of street level greening projects to reduce local air pollution and to raise awareness of air quality and how people can mitigate their exposure by taking low emission routes away from busy roads.

The Moor Lane project shows just what can be done with a little effort. Signage encourages passers-by and regular visitors to avoid street level emissions on their journey through the Barbican area. It has raised awareness of air quality in the area and the benefits of green infrastructure to the neighbourhood.

Low emission travel app

The CityAir app helps Londoners lower their impact on, and exposure to, air pollution. Using the app, you can find alternative low air pollution routes to travel, especially when levels of air pollution are high. You can also find out the pollution forecast each day, and sign up for air pollution alerts.

It is available for both iPhones (app store) and Android (Google Play) phones. With the help of City organisations we can make a difference to our health and the wellbeing of those around us.

■ **Keith Cotton** is working with the Air Quality team at the City of London Corporation



The CityAir app identifies low air pollution routes, and offers pollution forecasts each day

Do you want to be an air quality champion?

Join the CityAir business engagement programme:

- One-to-one consultation
- Informational lunchtime workshops
- Be involved in Air Quality improving initiatives
- Be involved in Best Practice guides - Building management, supply chain.

For more information and to get involved contact:

Air Quality team, City of London Corporation,
cityair@cityoflondon.gov.uk

020 7332 1190

www.cityoflondon.gov.uk/cityair

@CityAir

Sign up to our newsletter:
cityair@cityoflondon.gov.uk



Above: Friends of City Gardens is running street-level greening projects to reduce local air pollution and raise awareness of air quality

Left: Data is available that shows air quality levels across the City of London

Right: Staff at the European headquarters of financial services organisation Nomura, at No.1 Angel Lane, ran workshops to raise awareness of the damage caused by engine idling



Ten steps in five years

In its Road Danger Reduction and Active Travel Plan, the City of London Corporation has drawn up ten steps over a five-year period. These steps demonstrate how the Corporation will meet the challenges and measures over the strategy period.

STEP 1. Behaviour change:

Attitudes to travel programme: Develop a series of campaigns, programmes and events to influence the attitudes of road users.

STEP 2. Causal factors programme:

Work with the City of London Police (CoLP) to identify the causes and consequences of collisions in the City. Understand who is hurting whom, which modes are in conflict with which and where, assist in identifying measures to address dangerous behaviours and locations.

STEP 3. Stakeholder engagement - Active City Network:

Grow the network, engaging with businesses, residents and visitor destinations to promote safer behaviours and projects to achieve these aims.

STEP 4. Road Danger Reduction Partnership (RDRP):

Continue the partnership between the CoLP, the City Corporation, Transport for London (TfL), London Fire Brigade and the Greater London Authority. Two annual RDRP meetings to be chaired by the Chairman of Planning and Transportation.

STEP 5. Targeted enforcement and research:

The City Corporation works in partnership with the CoLP and TfL to gather and analyse the data to apply an intelligence-led approach. The CoLP has a Road's Policing strategy, which supports activities that address the root cause of KSIs, focus on higher risk and vulnerable road users, and target criminality and offending on our roads.

STEP 6. Safer freight operation:

The Fleet Operation Recognition Scheme (FORS) is now a requirement for the City Corporation's own suppliers. We will support our suppliers with the implementation of FORS through the provision of training workshops. We will work with the ACN to encourage City businesses to promote safer driving standards and training, best practice and research.

STEP 7. Safer riders:

We will support existing rider forums to engage with motor and pedal riders to better understand the issues and research opportunities to make riding safer. We will also promote cycle and powered two wheeler training, maintenance, and issue advice on safer riding.

STEP 8. Safer drivers:

The City Corporation will work with its partners and City businesses through the ACN to raise awareness and encourage enhanced driver training for all drivers. We will also look to promote the specific behaviours that reduce collisions, for example the 'Dutch Reach' approach for taxi passengers, using the far hand when opening taxi doors.

STEP 9. Temporary timed closures of casualty hotspots:

The City Corporation will research opportunities for timed closures to certain classes of traffic. Areas with the highest density of active travellers, in particular those locations which are already road collision hotspots, will be prioritised.

STEP 10. Tactical urbanism active travel priority zones:

Change the look and feel of the streets through the use of temporary, low-cost interventions such as paint and planters. While traffic will not be physically limited, motor traffic will be encouraged to travel at lower speeds and give way to people walking and cycling. These measures will be monitored, and if appropriate made permanent.



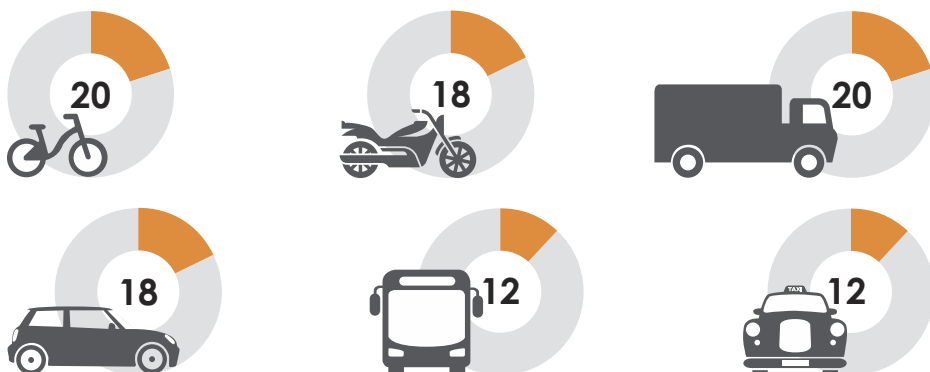
Most frequent concurring manoeuvres (more than one can contribute to each collision)



Most frequent conflicting pairs (more than one vehicle per mode can be involved)



Modes involved in collisions with pedestrians (by percentage)



City Etiquette Principles

Principle 1

LOOK AROUND

Look Around - keep your eyes open and focus on what is around you.

A pedestrian, lorry driver, car driver, cyclist, taxi driver, failing to look properly is amongst the most frequent contributing factor to Killed or Seriously Injured (KSI) collisions.

Principle 2

BE AWARE

Be Aware - the City is a busy place, always expect the unexpected.

Collision hotspots involving pedestrians or cyclists are in busiest areas, e.g. interchanges.

Principle 3

BE CONSIDERATE

Be Considerate - remember other road users are people too.

A pedestrian or car driver being careless, reckless or in a hurry are among the most frequent contributing factors to KSI collisions.

Principle 4

LESS HASTE

Less Haste - take an extra second to think about what you're doing and any potential hazards.

Being less hasty means a lower speed, which in turn means a shorter stopping distance which decrease the chance of a KSI collision.



A driver's perspective

O'Donovan Waste Disposal has gone to great lengths to ensure its HGV drivers always put safety first. Here one of the longest serving members of the team, **Paul Neal**, offers his insights on the benefits of training

In an effort to improve road safety, O'Donovan Waste Disposal has worked tirelessly to make a tangible difference to the waste logistics sector. As a family-run business as well as being one of London's largest independent waste management companies, it has earned a reputation for safe, green and efficient waste operations. With 160 staff and 90 HGVs, O'Donovan has pioneered several innovative staff training initiatives focusing on health & safety and vulnerable road users, with a priority placed on educating drivers on safety and enhancing the safety equipment on the lorries to ensure they are the safest on the road.

HGV driver and Logistics Supervisor Paul Neal has worked at O'Donovan Waste Disposal since 1998. Having had a distinguished career in the military as Head of Motor-pool in his squadron, Paul is one of the longest serving members of the driving team at O'Donovan. He provides in-house driving assessments to HGV staff and puts his expertise into practice, ensuring that drivers are equipped to operate to the highest standard possible.

Paul's involvement in mentoring colleagues has contributed to the O'Donovan philosophy of a motivated team with reduced accidents and improved safety. He is passionate about road safety and takes pride in representing the company, promoting best practice and sharing his knowledge with other road users through the firm's educational safety programmes. Paul demonstrates his dedication to sharing his knowledge by his involvement with the Exchanging Places programme run by the Metropolitan Police and the City of London Corporation.

He explains: "As O'Donovan HQ is an approved training centre, that's where our training takes place. There is a huge focus on safety and going above and beyond best practice. We have access to a lot of different courses and the ethos and focus is on professionalism, empathy and training.

"With professionalism, the key is to always remember that driving is what I do for a living, so I always remain professional. I am conscious that other road users may be making their way to their work or an appointment or may be under a time pressure in some way and may not always drive as you would expect them to. My approach is to give them space and time and expect the unexpected. After all, I am the one that is the professional driver and not them."



Cyclists and other road users can feel threatened and vulnerable on the roads when near HGVs. As a professional driver, it is your responsibility to conduct yourself accordingly and make sure they are not intimidated

Paul Neal

Empathy is at the heart of O'Donovan's approach to training. "I always try and look at things from another road user's perspective," says Paul. "Cyclists and other road users can feel threatened and vulnerable on the roads when near HGVs. As a professional driver, it is your responsibility to conduct yourself accordingly and make sure they are not intimidated."

"My training experience is very comprehensive to the point where I now help my colleagues with their knowledge and training. Attending courses every quarter keeps you up to date with new legislation and also gives you the opportunity to see different scenarios involving other road users."

One of the most rewarding training exercises is the Safe Urban Driving course because it offers HGV drivers the chance to be a cyclist for half a day, says Paul. "After some practical training in the classroom, we go out on bikes with a trainer and experience first-hand what it is like to cycle in close proximity to lorries and buses. It is a real eye-opener and has a major impact on how we all drive at O'Donovan. It is a compulsory course, so everyone takes part and it plays a big part in our perceptions and reactions to other users of the road. I think every driver should do it as I feel it is invaluable!"

"Sharing the roads with vulnerable road users is getting safer and easier overall. We have the best and newest equipment and direct vision lorries to drive so that helps us as a team. However, as a city, we still have a lot of work to do. The standard of driving for cars, vans and HGVs still needs to improve but also cycling infrastructure and cyclists' knowledge needs to progress further."

Paul concludes: "If we can all work together, everyone is given access to training and if awareness of safe practices is increased right across the board, then it would go a long way towards everyone sharing the road in a better way than we do at present."

■ **Paul Neal** is Logistics Supervisor at O'Donovan Waste Disposal



Above: Educational safety programmes are offered to vulnerable road users by O'Donovan

Left: HGV driver and Logistics Supervisor Paul Neal has used his training experience to mentor colleagues, which has helped to improve safety and reduce accidents



Exchanging Places will help save lives

An innovative scheme is helping to build empathy between HGV drivers and vulnerable road users, writes Tideway's [Michael Appleton](#)

Tideway is the company tasked with building London's £4.2bn 'supersewer', the 25km tunnel that will run beneath the City of London. Overseeing such a major project in the Square Mile makes a complex job even more challenging, with heavy goods vehicles having to navigate the historic heart of London, risking conflict with vulnerable road users.

To address this, Tideway is investing in a range of innovative solutions in an effort to prevent serious accidents and ensure safer journeys in the City.

While drivers must take a lead in encouraging road safety, all road users must play their part in reducing the risks, says Tideway. With this in mind, Tideway has been working with the City of London Corporation and the City of London Police to inform cyclists of the dangers of getting too close to HGVs through the Exchanging Places programme.

The programme involves cyclists getting into the driver's seat of an HGV for a short briefing with a police officer. This gives cyclists a better understanding of what HGV drivers can, and more importantly, can't see when they are on the road.

Exchanging Places improves understanding between cyclists and HGV drivers and changes the way that cyclists think about their visibility on the road. This, in turn, should result in a fewer serious and fatal accidents, the company predicts.

PC Darren Green, Tideway's police liaison, says: "Exchanging places is a vital tool in providing cyclists with a different perspective. Some road users falsely believe they can be easily seen when they are right next to a driver's cab, but they are shocked to discover that often drivers would have no idea that they are there. It's a small amount of information that can make a real difference in the way that cyclists approach their commute."

Tideway is urging businesses in the City to take part in Exchanging Places. Aside from saving lives, it is a great way of interacting with the public and showing that you are taking road safety seriously.

Exchanging Places has strengthened the project's ties



Val Shawcross, Deputy Mayor of London for Transport, on board one of Tideway's Low Entry Cab tipper vehicles

with councils, the police and other local businesses, as well laying the foundations for meetings with vital stakeholders. The company has been signed up to the Fleet Operators Recognition Scheme (FORS) and the Construction Logistics and Community Safety (CLOCS) initiatives. Tideway also took part in the City Mark award, which was launched in 2017 to recognise role models in the transport and haulage industries operating in the City.

In 2016, Tideway hosted the launch of Mayor of London Sadiq Khan's Direct Vision Standard (DVS) for HGVs at their Kirtling Street site in Battersea.

The DVS aims to encourage hauliers to use vehicles with improved visibility to protect vulnerable road users. The new design of vehicles, called Low Entry Cab (LEC) HGVs, feature redesigned cabs, increasing the amount of direct driver vision, providing a much better chance of drivers seeing vulnerable road users, especially cyclists.

Tideway's Traffic & Logistics Manager Gordon Sutherland says: "We're working with our contractors and their suppliers so that HGVs with Low Entry Cabs are prioritised for use in servicing our site. We're

ensuring that these are prioritised at our inner London sites where the roads are busiest and popular with cyclists and pedestrians, especially in the City."

Tideway is planning to use up to seven LEC mixer vehicles to service the Blackfriars Bridge Foreshore site.

It has also launched a driver safety workshop, which has been accredited by the Driver & Vehicle Standards Agency. Tideway has hosted four road safety sessions at the Blackfriars site, which is between the major North-South and East-West Cycle Superhighways, and plans to host more in the coming year.

Tideway is investing a great deal of time, money and thinking into how it tackles road safety at one of its busiest and most high profile sites. Gordon Sutherland believes it's money well spent: "We're definitely not taking the quickest or cheapest route, but if it saves just one life, it will all be worth it."

For more information on Tideway's high standards for vehicles and drivers, see: www.tideway.london/help-advice/traffic-and-road-logistics/

■ **Michael Appleton** is Communication Lead, Central Delivery Team, at Tideway

What are the **benefits of FORS** for my business?

Specifying FORS in your supply chain will help you manage and reduce your work related road risk (WRRR)

FORS is the transport industry's go-to accreditation scheme, promoting **best practice** for commercial vehicle operators

Specifying FORS in your supply chain offers
you and your customers the peace of mind
that you are using the...

**SAFEST
MOST EFFICIENT
&
GREENEST**
operators



How do I specify FORS?

1 Become a **FORS Champion**

Request **voluntary sign-up** from
your supply chain and developers

2
3 Implement **FORS** through procurement
and contractual clauses

FORS Champions can access the FORS Overseer Dashboard
to monitor their supply chain

To find out more, please visit the FORS website



Find out more about FORS and the benefits it can bring your business at www.fors-online.org.uk



Bikes and trikes are better than vans for local deliveries

The popularity of cargo bike deliveries in the City looks set to grow after the success of a pilot scheme at Smithfield Market

A cargo bike delivery service is available to all businesses in the Smithfield and Farringdon areas after a successful free trial over the Christmas period.

The scheme, initially funded by the City of London Corporation and the Mayor of London, will now make deliveries across in the Congestion Charge zone.

During the pilot scheme deliveries were made for wholesale meat traders Icefront Ltd at Smithfield market, with six to nine deliveries per day, taking around four hours. Many deliveries for Icefront are small volume, high importance meat orders from local restaurants.

Christopher Hogg from the Icefront Ltd says: "The cargo bike delivery scheme is a fantastic way of getting our meat boxes to our customers in a fast and efficient manner that doesn't create any air pollution."

The scheme is operated by Zedify, a collaboration between Recharge Cargo and Outspoken Delivery. Three cargo bikes were initially in operation, but there is now potential work for five full-time bikes or trikes, including at least two cargo bikes and one cargo tricycle, which can make larger deliveries.

The service is now delivering for other local businesses

such as Longmans Florist, which included a delivery of 200 orders on Valentine's Day (see right). Jitandra Patel, manager of Longmans Florist, says: "The scheme has allowed us to save money, improve our delivery times and most importantly, cut down our impact on air pollution in the City. We are already seeing the benefit of using the service and we encourage other businesses to look for ways that they can use the scheme."

One of the main advantages of a cargo trike is they can carry larger and heavier loads than normal bike delivery services, explains Ben Kennedy, the Corporation's Low Emission Neighbourhood project manager. "This means they can, similar to a van, deliver to several customers on a round route, rather than doing individual drops."

Diesel delivery vehicles are one of the most significant sources of air pollution in the City, says Ben. "Replacing a diesel van with a zero emission cargo bike or trike helps towards improving local air quality. It's also a safer form of transport so it helps to deliver our aims for reducing the number of accidents on the road."

The use of cargo bikes in the City is part of a package of measures being introduced for the City Low Emission

Neighbourhood (LEN), which is being jointly funded by the Mayor of London and the City of London Corporation.

"As well as the cargo bike delivery scheme, the Corporation is also planning to introduce a cargo bike hire scheme for residents and businesses in the LEN area," says Ben. "We are also looking at how cargo bikes can be incorporated into our own delivery and service contracts."





Let's make the City a people-friendly place

A range of programmes are being developed by The City of London Corporation, the Mayor of London and TfL to encourage people in the City to walk, cycle and take public transport more and use private vehicles less, writes **Will Norman**

At the heart of the Mayor's recently published Transport Strategy is a simple premise: London's future success relies on reducing our dependency on cars in favour of increased walking, cycling and public transport. This simple aim of a shift away from the car will address many of London's health problems, by reducing inactivity and cleaning up the air. It will help to eliminate the blight of road danger. It will limit the city's contribution to climate change and help to develop attractive local environments. And importantly, it will revitalise local high streets and attract international businesses and their employees to more pleasant urban centres.

We have adopted the Healthy Streets Approach to drive this change in how people move around London. This approach starts by re-examining how our streets work. London's streets account for 80% of the city's public space, yet too often they are dominated by traffic. The nature of these places – public places that belong to us all – defines what London is like as a city.

Private cars are a relatively inefficient means of moving people. Cars take up 19% of street space in central London, but account for only 11% of journey kilometres. By comparison, buses take up only 11% of street space, but account for 57% of journey kilometres.

The Mayor, TfL and the City of London have been working together across a range of programmes designed to change the way people use streets in the City to enable them to walk, cycle and take public transport more and use private vehicles less.

The East-West and North-South Cycle Superhighways, for example, have provided safe, segregated cycle routes to and from the City, enabling people to cycle to, from and around the City on roads that were previously traffic dominated and hostile for cycling.

We have already seen a dramatic growth in cycling along these routes, with a 54% increase in cycling along the East-West Cycle Superhighway from Parliament Square to Tower Hill.

Forging business links

Support from businesses has been crucial in delivering these often-controversial schemes. We have had 180 CEOs, including businesses based in the City such as Deloitte, Royal Bank of Scotland Barts NHS Trust, offering their support to the two previously mentioned Superhighways.

A recent consultation for a similar route in west London was supported by major employers in the area, including GSK and Sky, who said: “Like many organisations in London a growing number of Sky’s employees cycle to work, but an even larger proportion of our employees would cycle to work if they felt comfortable and safe on the roads.”

Despite cyclists being the single largest mode of transport on City of London streets in the morning rush, many people do not feel the roads are safe enough to cycle. One major recent development to address this problem has been the City’s temporary banning of some vehicles from Bank Junction, previously a notoriously dangerous place to ride a bike.

Early monitoring has shown a dramatic reduction in collisions, faster bus speeds and support from almost all businesses in the vicinity. More and more global cities are now realising the value of investing in high-quality, appealing public spaces. Healthy residents and efficient transport networks are vital to attracting investment and business interest from overseas.

Businesses in the City of London can help deliver this change by providing the facilities at work that people need to switch to active travel – such as secure bike parking, showers – but, more importantly, by demanding more of politicians, including myself, to continue to invest in London’s streets to make them more people friendly.

■ **Will Norman** is London’s Walking & Cycling Commissioner



Will Norman at an Active City Network event in the City of London

The Low Impact City Logistics electric-assist trailer can carry weights of up to 200kg – the equivalent of 23 flat screen TVs



Delivering the goods... sustainably

A project led by UPS shows how the use of electrically-powered trailers is making a sustainable urban delivery system possible

Low Impact City Logistics (LICL) is a depot-to-door delivery system that could change the way packages are delivered in cities around the UK. It was launched by UPS, which was seeking ways to cut congestion and emissions associated with urban package delivery.

The key element of the project is an innovative electric-assist trailer, which features patented net-neutral technology. This means the weight of the parcels, anything up to 200kg - which equals 23 flat screen TVs - isn't felt by the handler.

The first stage of the LICL trial took place in November 2017, with UPS conducting operational tests from its London depot in Kentish Town.

The second stage of the trial is scheduled for summer 2018. This will see packages loaded into payload boxes at UPS's main depot in Kentish Town, before they are delivered to a central hub located within a busy urban area. The payload boxes are then distributed from the hub via the electric trailers, with packages delivered to homes and businesses by bike or on foot.

Low Impact City Logistics is a partnership of five organisations: UPS, Fernhay, Skotkonung, University of

Huddersfield and Outspoken Delivery. It is part-funded by Innovate UK and is part of a £10m investment by the government in a range of collaborative research and development projects that improve the efficiency and experience of the end-to-end journey for people and freight.

"Low Impact City Logistics is a collaborative project that could revolutionise the way we deliver packages in our cities," says Peter Harris, Director of Sustainability, UPS Europe.

"UPS has a long history of developing, deploying and promoting the use of more sustainable technology and delivery methods – and this collaboration will facilitate a one-of-a-kind urban delivery solution."

Specialist product development firm Fernhay led the design and development of the prototype trailer and payload box, supported by the University of Huddersfield.

"A key feature is our IP protected, 'net-neutral' technology that stops the weight of the trailer being felt by the rider," says Robin Haycock, Director, Fernhay.

"All drivers, regardless of their fitness level, will be

able to make deliveries using our new system."

Professor Simon Iwnicki from the University of Huddersfield explains: "The system used in this trailer allows the rider to carry higher loads over longer distances than would otherwise be possible. It is a project that has the potential to transform the way packages are delivered in urban areas."

Deliveries are aided by the use of "optimization algorithms", written by Skotkonung, allowing for continuous improvement in route speed and efficiency.

"We are proud to be involved in a project where the unique delivery management tools that we have developed along with our partners' work will help to transform the environments where we live and work," says Jonathan Cole, Skotkonung's Managing Director.

Outspoken Delivery conducted initial trials of the system last year. Rob King, Managing Director of Outspoken Delivery, says: "As the logistics industry faces the challenge of reducing emissions, tackling congestion and navigating access issues, the developed net-neutral trailer solution has the potential to revolutionise how deliveries are made in our cities."

Is your bike good to go?

Bike maintenance expert **Nick Brown** talks about the importance of having a roadworthy bike and offers some tips on how to prepare for the daily commute

There are many compelling reasons to commute by bike – it's quick, cheap and good for both you and the environment. But it's important to carry out a series of checks on your bike before you get cycling:

Saddle: Using an allen key, adjust your saddle so that it is horizontal and you are sitting on your 'sit bone' and not on soft tissues. As for saddle height, your heels should just touch the pedals when it's at its lowest point – the bottom of the pedal stroke. This is best for long-term anatomical comfort. With reach, your arms should never be bolt straight as this can lead to injury. Gently flexed at the elbow and wrists slightly arched (wrist joint above grips) is ideal.

Chain: You can save money by replacing your chain before it is worn to the point that other, more expensive, components will be worn.

You can prolong the life of your chain by taking the following actions:

- Regularly clean your chain with a rag and some degreaser or a specialist chain cleaner.
- Use a good quality chain oil ('dry lube' in summer and 'wet lube' in winter).
- Adopt the principle of 'little and often' when it comes to oiling/lubing your chain.

Tyres: Puncture resistance depends on the thickness of the tread layer, so we strongly recommend you replace your tyres before extreme levels of wear occur.

Here are some signs to look out for: With tyres

originally with tread, the tread / grooves are no longer visible on any part of the tyre.

You can prolong the life of your tyres by:

- Checking your tyres at least monthly and inflating them as necessary.

Checklist of tools for cycling commuters

1: A mini pump

2: Spare inner tube

(that fits your bike tyre/rim – check whether it is a presta or Schrader valve)

3: If you run high pressure tyres consider having a CO2 inflator (and spare cannisters)

4: Tyre levers (minimum of two)

5: A multi-tool that has at least the following tools in it:

- 2.5, 3, 4, 5, 6, hex wrenches (allen key heads)
- T25 & T30 Torx head
- Blade and Phillips head screw driver

6: Chain tool

7: A few zip ties

8: Some vinyl gloves

(so you don't get your hands dirty!)

- Not locking up your rear brakes/skidding on your rear tyre by applying your front and rear brakes evenly when coming to a stop.
- If commuting daily, opting for a more hardwearing tyre with built-in puncture protection rather than a lightweight performance tyre designed for racing.

Brakes: Brake pads that don't sit squarely on the rim, or where only a section of the brake pad comes into contact with the rim, will not operate as efficiently as fitted pads. Incorrectly fitted brake pads will also wear unevenly, requiring more regular replacement. Check your brake pads regularly to assess their level of wear. If your brakes are making a squealing noise, don't put oil on them (we've seen it done!). Get a qualified mechanic to check your brake system over. Fitting a different brand of brake pads and/or setting up the brake system correctly should resolve the issue.

Check the outer brake cable to make sure the plastic sheath is not damaged or cracked as this will allow water to sit inside the brake cable housing and corrode the inner brake wire. Check the inner brake wire (the silver wire that runs inside the outer cable). If you find any frayed or corroded sections the brake wire should be replaced.

Keeping your bike roadworthy

You should think about getting your bike serviced at least once a year and ask a reputable bike shop to check your brakes and replace the pads and cables if necessary.

Bicycle servicing starts at £50 (excluding additional labour and parts).

If you like to tinker yourself, you should consider going on a home mechanics course such as the ATG Home Mechanic Course. If you're a bit bike savvy, why not help your colleagues and friends who may be new to cycling and need some help.

■ **Nick Brown** is Managing Director of bike maintenance provider HaveBike

How can businesses help ensure employees are riding roadworthy bikes?

- Hold monthly sessions where a fully qualified, insured and security checked mechanic can attend the employer's premises and carry out a bicycle safety check
- Pay for mechanics to attend and carry out bicycle servicing and repair to employees bikes
- Make a fleet of bikes available (which are all subject to usual and customary fleet maintenance)
- Make membership of dockless bike hire schemes a staff benefit so employees can use these fully maintained bikes rather than their own





Visit the website:
www.activecitynetwork.com