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Welcome to the Active City Network's Best Practice Guide 2017

Chris Hayward CC, Chairman of the Planning and Transportation Committee, City of London Corporation

In recent years the numbers choosing to walk and cycle their last mile to work has increased significantly. At peak times the Square Mile has the highest density of active travellers in the United Kingdom.

To cater for this demand, the City of London Corporation is:

- *re-designing safer, more accessible streets and walkways;*
- *developing Quietways as quieter alternative routes for cyclists;*
- *and re-engineering dangerous junctions, to create a safer and healthier environment for the movement of people and goods.*

While engineering is essential, behaviour change is also important in achieving our environmental and safety aims. I am therefore delighted to see the establishment of the Active City Network of employers in the Square Mile to support safer active travel. In this first Active City Network Guide we feature some of the best initiatives taking place in the City.

We hope you are inspired to emulate these employers and join the network so we can support your businesses' active commuters.



Alison Gowman, Alderman, 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, harmonious and healthy environment. This vision has informed the Active City Network's strategic aims and over the next year we will continue to develop an approach to ensure that everything we do contributes towards this.

The City of London will be attracting many more people whose travel needs will put pressure on our existing modes of transport and travel. My involvement in this initiative is driven by the knowledge that collaboration leads to the solutions needed to create a better future for the UK's financial and business centre. In turn, that will lead to a City that thrives and celebrates its innovative approach to safer and healthier living.

Through this collaborative approach, I hope that you recognise that your role is critical to 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.





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The City of London Corporation Road Danger Reduction team can arrange cycle skills training to help staff stay safe on their journeys to and from work

It's time to join the movement!

This guide provides practical examples, case studies and interviews highlighting initiatives in various organisations across the City of London. Active travel is great for health, air quality and the environment. Through the Active City Network individuals and organisations are taking responsibility for making journeys in the Square Mile safer, healthier and active. We hope that this guide will inspire you as an employer or employee to join the movement.

With limited car parking facilities, we estimate that the majority of the 450,000 Square Mile employees journey into work via the active travel modes of walking and cycling.

In 2016, 240 City workers injured in collisions were pedestrians or cyclists. The City of London Corporation is determined to bring down these casualty levels by making active travel a safer endeavour. As City employers are the final destination for commuters, businesses are working with the City Corporation's Road Danger Reduction Team to reduce danger presented to their active travellers. Through the Active City Network, the City Corporation Road Danger Reduction team can offer training and support to Active City Network members to enjoy a safer journey to work.

This would include:

- Access to networking events to share information and good practice
- Business Safety Road Shows
- Consultations with transport planners to assist development of travel strategies – including advice on facilities and business travel
- Cycle Skills Training for staff (improve cycle skills and safety when cycling in traffic)
- Dr Bike – servicing of staff bikes
- Walks and cycle rides around the City of London – expert cycle trainers lead trips of sights and sounds of the City

To find out more and to join the network, just get in touch. Email: RDR@CityofLondon.gov.uk
Tel: 020 7332 1234

Shaping streets that work for all

The City of London Corporation aims to plan, shape and deliver healthy and efficient streets and transport systems that enable the safe movement of people and goods. Pedestrians and cyclists make up the majority of the road users in the Square Mile and the City Corporation has implemented a number of schemes to improve safety and the environment for active travellers.

The City continues to grow in terms of new buildings, new transport infrastructure and more people. As this growth continues it is vital that safety is not compromised, and the City Corporation is helping to ensure this through a range of physical and behavioural interventions.

Cyclists in the City can use the East-West and North-South Cycle Superhighways. Alongside Cycle Superhighways, a network of Quietways are being developed across the City. Quietways offer continuous routes linking key destinations via less heavily trafficked back streets. Sections of the routes involve the introduction of new wayfinding, light segregation, surface and junction improvements.

Other important developments will include improvements at Bank Junction and the Aldgate Gyratory, which will enhance safety for road users, improve pedestrian routes and connections, improve air quality and introduce more greenery.

All of these projects will help us to create a safer streetscape that works for everyone.

■ **Rory McMullan**, Road Danger Reduction and Behaviour Change Group Manager

1

Holborn Circus

For many years Holborn Circus had been one of the most dangerous junctions in the City of London. The Holborn Circus Area Enhancement project was a safety-led scheme, which aimed to significantly reduce accident occurrence at the junction. It also aimed to significantly improve facilities for pedestrians at the junction.

In both regards, the project has been highly successful. Accidents overall have reduced by 50%, with accidents involving cyclists having reduced by 91%. The scheme has now received awards for safety, public space improvement and for statue conservation.

2

Quietways Route Q11 (North-South) and East-West route through Cultural Hub

The City's Quietways aim to enable more people to cycle, more safely, more often. The North-South and East-West Routes in the City have been enhanced with safety features to provide a safer cycling experience on less-busy streets. They are aimed at new and existing cyclists who want to cycle at a gentler pace.

The initial phase is complete and we are planning phase 2 to provide a high quality grid of cycle routes that provides safer cycling for all the City's communities.

3

Cycle Superhighways

The City has worked with TfL to develop the Cycle Superhighway routes East-West along Upper and Lower Thames Street, and North-South over Blackfriars Bridge and on to New Bridge Road. These routes provide high quality segregated routes for cyclists to traverse the Square Mile.

4

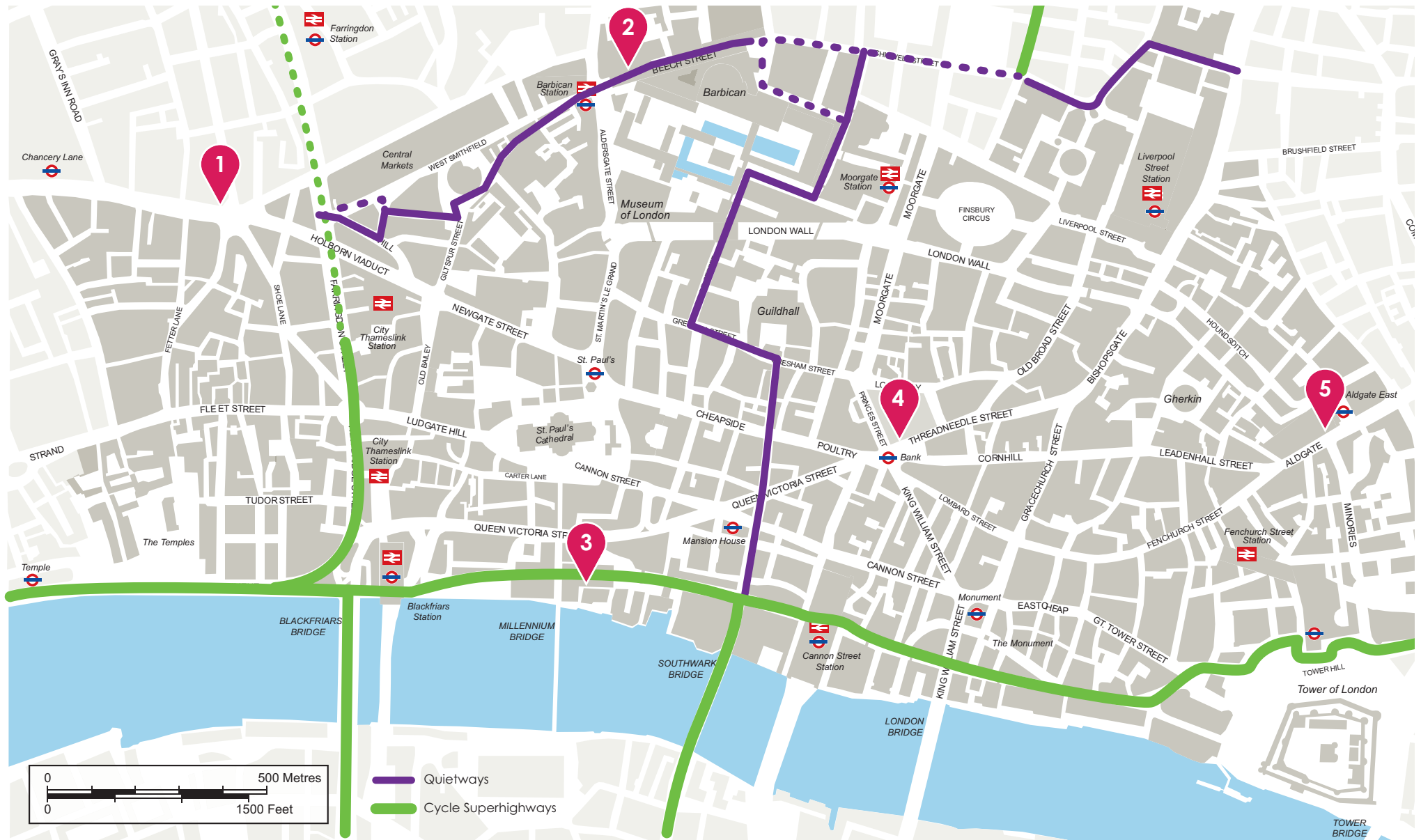
Bank Junction

Bank on Safety is an experimental safety scheme that is being delivered by the City of London Corporation. This allows only buses and pedal cycles to cross Bank Junction from Monday to Friday, between 7am and 7pm. The primary objective is to achieve a 50-60% drop in casualties in the area.

5

Aldgate Gyratory

The Aldgate gyratory was a one-way street system that was difficult to navigate for all road users. Changes to the traffic layout were completed in April 2016. The finished project provides new pedestrian crossing points, allows easier navigation of bus services and introduces two new public spaces on the eastern edge of the City of London.



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Deloitte has invested in high visibility helmets for staff using hire bikes

Imagine starting every meeting with a clear mind, alert, focused and full of energy! Arriving on a bicycle, after healthy exercise in the sunshine, can help you achieve this.

Since January 2016, a team in Deloitte has participated in Transport for London's corporate bike hire scheme. We have five bike keys shared among about a hundred employees. The aim of the scheme is to encourage staff to use a hire bike instead of a taxi. We're also happy for bikes to be used for non-business travel, such as meeting friends for lunch.

Cycling is a great way to beat London's congestion, especially when there is a separate cycle lane. Bicycles are more efficient because road space is finite and you can fit many bikes in the space of one car.

It is easy to despair at statistics showing steadily decreasing traffic speeds, but the published figures exclude people on bikes, who happily are reaching their destinations, on time, in ever increasing numbers. As London's population continues to increase, cycling can also help to free up road space and reduce congestion.

Deloitte had to think hard about the dangers involved in participating in the corporate bike hire scheme – indeed, there were the risk and insurance implications to consider. We have invested in high visibility helmets for our people to use with the hire bikes.

Our offices, as well as many of our clients, are close to the new protected Cycle Superhighways that are in the City of London. The physical segregation from motor vehicles

Corporate bike hire saves time and money

Deloitte employees are reaping the benefits of a corporate bike hire scheme while also lowering costs for taxi journeys, says **Andrew D Smith**



Above: Andrew D Smith takes a ride on a hire bike
Below: Using a bike hire works out cheaper than getting a taxi, and it is often quicker as well



Staff can use the hire bikes for non-business travel, such as meeting friends for lunch

dramatically reduces the danger to cyclists, and even those unaccustomed to road cycling can feel confident using these new lanes. We are confident that we are helping our employees' wellbeing by encouraging cycling.

Although the main motivation was not financial, there is no doubt that the scheme has saved us money. A typical city taxi fare is around £15, and on top of this we have the

administrative cost of managing expenses. In contrast, a bike key costs £90 for a year, with no additional charge for journeys up to half an hour – which, in practice, is nearly all the bike journeys we make. So, if a cycle tag gets used three or four times as a substitute for a taxi, it has paid for itself. Some of our tags are used more than once a day, so effectively we get 51 weeks' free use.

For most of us there is a point when the penny drops. I think of a bicycle like a special kind of cheap, clean car with a built-in gym. If you want your staff to save time and money, reduce pollution and congestion while enjoying better mental and physical health, I would encourage you to sign up.

■ **Andrew D Smith** is a Partner at Deloitte MCS Limited

A fleet that's fit for purpose

All departments across the City of London Corporation now comply with transport and health and safety legislation thanks to a range of measures designed to reduce road danger, writes **Adam Collins** and **Vince Dignam**



Town Clerk and Chief Executive of the City of London Corporation John Barradell

The City of London Corporation is known for providing local government services to the UK's financial centre, the Square Mile. What's less well known is the range of other services it provides for the capital, from the stewardship of open spaces and woodlands such as Hampstead Heath and Epping Forest to wholesale markets of Billingsgate, Smithfield and Spitalfields, and even the Heathrow Animal Reception Centre.

This means that the City Corporation is required to manage a very diverse fleet and its drivers. To enable this, the City Corporation set up the Transport Coordinating Group (TCG) in 2005 with representatives from departments across the organisation that have transport responsibilities.

The TCG is chaired by Jim Graham, Assistant Director of Cleansing, and meets every two months to discuss and resolve any transport related issues across the corporation.

A new transport policy

One of the first actions the TCG identified was the need to update the Corporate Transport Policy to take account of legislative changes, ensure consistency and compliance across the organisation and support the City Corporation's key strategic Road Danger Reduction Plan. The City Corporation has been a member of FORS (Fleet

Operation Recognition Scheme) since 2008, and used the knowledge of best practice available from other members, along with colleagues in CLOCS (Construction Logistics and Community Safety), ALTO (Association of London Transport Officers) and other councils, to create a draft policy to take forward for consultation and agreement agreed in 2015.

The support available through FORS in providing advice on how to deal with these challenges was invaluable and enabled us to produce a new Corporate Transport Policy, which was agreed by Chief Officers and Members in 2015.

The two major elements of the policy are a centralised driver licence checking process ensuring entitlement to drive and providing continuing monitoring, along with a robust online driver resource site and e-learning training programme.

This was rolled out in 2016 with a series of local workshops and roadshows to all departments across the City Corporation. Each event started with a video message from the City Corporation's Town Clerk and Chief Executive John Barradell explaining the importance of the new policy. Staff were then informed of changes and what was required for them to comply with the new policy (such as regular eye tests and driver assessments).



Photo: FORS



Peter Murray, Graham Cole and Alderman Alison Gowman at the launch of the Dennis Eagle Direct Vision cab at the Safer in the City event hosted by Nomura in September 2016

Online training

We created an online driver questionnaire that all staff were required to complete. This identified corporate drivers, grey fleet drivers (staff who use their own vehicle for work) and people who managed drivers.

These staff were then automatically enrolled in the online training so they were fully aware of the details and requirements of the policy and the new procedures required to comply with it. Staff that drive were also automatically registered on to the DAVIS online driver licence checking system.

"The FORS scheme perfectly complements the City

Corporation's strategic aim of reducing work related road risk," said Jim Graham, Chair of TCG.

The new policy and procedures have provided the TCG with the assurance that all departments across the organisation are complying with transport and health and safety legislation.

The City of London Corporation is now fully aware of all drivers who drive for work, whether they are using corporate vehicles or their own. This has enabled the City Corporation to ensure that 78% of staff have completed the online training course, making them aware of the policy and providing advice and guidance on safe driving.

Furthermore, the City Corporation now has 100% of its identified drivers registered for continuous online licence checking.

Being members of the FORS scheme has enabled the City's TCG to tap into the knowledge and experience of other members to help create a new Corporate Transport Policy that contains the current best practice in relation to safety, efficiency, and environmental protection.

■ **Adam Collins** is Project Officer and **Vince Dignam** is Business Improvement and Performance Manager at the City of London Corporation

Get moving and feel the benefits

Active commuting offers a practical way of tackling the health risks associated with a desk-bound lifestyle, resulting in a happier and more productive workforce, writes **Xenia Koumi**

Right:
The City of London is full of beautiful, peaceful gardens and green spaces, where staff can spend their lunchtimes

Many of us live busy and time-pressured lives, and so we need to build physical activity into our daily routines, instead of exercise as an 'add-on' before or after work. Examples of this 'built-in' activity include walking and cycling to and from work, or at least to and from the station.

Physical inactivity is responsible for one in six of deaths in the UK, according to a 2012 report in The Lancet. This is echoed by Transport for London's transport commissioner Mike Brown. He believes that "if everyone walked or cycled for 20 minutes a day, one in six early deaths among Londoners could be prevented and many more people would avoid cancer, heart disease and diabetes".

The route to wellbeing

The Mayor of London's Healthy Streets for London approach was launched in February 2017. It looks at ways of making the capital's road and transport network safer and more user-friendly for pedestrians and cyclists. The goal is for all Londoners to enjoy the benefits of being active for at least 20 minutes each day.

Public Health England advises that adults have at least 150 minutes of moderate-intensity physical activity each week (such as brisk walking, swimming or cycling), in sessions of ten minutes or more, or 75 minutes of vigorous activity across the week, such as running, taking the stairs or playing sport. More than 40% of Londoners currently do not achieve these recommended amounts, while 28% do less than 30 minutes a week.

It is vital that City of London employers and their staff

work together to increase physical activity levels among the Square Mile's workforce and create a supportive culture where this is the norm.

Being active every day reduces the risk of developing a range of diseases and conditions, including heart disease and stroke, type-2 diabetes, cancers, and joints and back pain. Staying active helps to maintain a healthy weight and gives people the fitness and energy they need to get on with their everyday lives.

Having an active lifestyle has a hugely positive impact upon mental health, contributing to self-esteem, reducing the symptoms of depression and anxiety, managing stress, and improving sleep. All of these health benefits are good for business – a healthier workforce is more engaged and productive, resulting in fewer sick days.

Creative business solutions

Many people in the Square Mile walk or cycle, for some or part of their journey in to the office. Most jobs in the City are desk-based, with long hours and a pressured environment being the norm. This means that the office is a crucial environment for creating and maintaining healthy lifestyle habits. Employers have an important role to play in encouraging their staff to be more active and promoting active commuting. This includes providing guidance on how staff should travel between business meetings, and where possible helping to provide the facilities staff need to change clothes and store equipment. The huge influence that City businesses have on the local economy and on their

supply chains should not be underestimated. There is not one blanket approach that fits all City businesses. There is a wealth of scope for businesses to find creative methods that best fit their business operations, their staff and their company culture. At Business Healthy, we see a very diverse approach to the promotion of active commuting even across different businesses in the same sector.

CityWell walking routes

The City of London Corporation is a major employer in the Square Mile, employing around 3,800 staff. Last year the City Corporation supported Public Health England's national adult health campaign, One You. This aims to help adults make healthier lifestyle choices to improve their chances of avoiding serious ill-health in their later years. The campaign involved the City Corporation's health and wellbeing programme, CityWell, creating three ten-minute walking routes around the Square Mile.

Three different booklets - one for each of the routes - were produced, which included a map, written directions and an historical landmark featured in each walk. Alongside this, CityWell ran a multi-media campaign that encouraged employees to use these resources and take a ten-minute desk-break walk at least once a day. To complement the release and distribution of the booklets, posters and leaflets were also distributed to staff, alongside an email-based campaign and information published on the intranet.

Becca Abrahams, Wellbeing Project Officer with CityWell, says: "Walking as little as ten minutes every day can have



enormous health benefits. These routes can save time and money, whilst also reducing stress and the risk of serious diseases such as type-2 diabetes and cancer.”

In this modern age of technology most services are available without having to step out of the front door. We have to re-build inconvenience into our lives to move more. Getting off the Tube one or two stops earlier is an easy way to build physical activity into the working day, as is taking the stairs between floors at the office, instead of the lifts.

Discovering hidden treasures

The Square Mile has a vast wealth of heritage and historical sites, many of which we walk past every single day without recognition. Why not draw up simple walking routes for your staff, starting and finishing the office, which take in some of these incredible points of interest? Websites such as mapmywalk.com and walkit.com have ready-made routes and allow you to design your own, too. The City Loop is a short, circular



walk around the heart of the Square Mile and is part of the Jubilee Walkway.

There are plenty of beautiful, peaceful gardens and green spaces in the City of London, where staff can spend their lunchtimes. A team or department picnic may encourage people to get away from their desks.

Business Healthy is a City of London Corporation-run initiative. Its aim is to improve the health and wellbeing of City workers in all aspects of their lives, through tackling unhealthy behaviours and providing support to adopting healthier habits. We offer employers of all sizes and in all industries in the Square Mile a free membership platform to access expert information and guidance about workplace health and wellbeing and to network with other businesses, both online and at expert-led events.

■ **Xenia Koumi** is Project Officer at Business Healthy, City of London Corporation (www.businesshealthy.org)



Take a ride on Cheapside

Free e-bike hire and 'green' walking routes are among the initiatives being promoted by the Cheapside Business Alliance to tackle poor air quality

Since its formation in May 2015, the Cheapside Business Alliance (CBA) has delivered a number of projects to improve wayfinding in the area and improve air quality. CBA has worked with the City of London Corporation and other local stakeholders to implement measures to increase public awareness of poor air quality. "The aim is to reduce levels of local pollution through a range of local and targeted initiatives," says Claire Dumontier-Marriage, (BID) manager at CBA.

"These could take the form of promoting 'greener' walking routes across London and more eco-friendly transport options such as cycling and running/walking to and from work."

The CBA is on the Active City Network and is supporting the launch of Quietways in the City of London – these follow quieter and safer routes aimed at encouraging less confident and inexperienced riders to cycle in the City. Quietways aim to remove barriers to cycling by offering continuous routes, new wayfinding, surface and junction improvements.

The Active City Network and the City Corporation have so far organised two electric bike tours of this new infrastructure in Spring 2017. These included stops at sites of interest along Cheapside and the surrounding areas. These led rides proved very popular and more are

planned over the summer.

To encourage more people to cycle, CBA is supporting and promoting the free e-bike hire and training events. "The CBA wants to encourage members to use their bikes and cycle to and from work in a safe manner allowing them to explore the hidden gems the area has to offer and move away from congested busy streets," says Claire.

The CBA is also supporting the 2017 London Rapha Nocturne on 10 June, taking over the streets of London with its unique day-night festival of cycling. The event will bring the exhilaration and thrill of riding and racing to the heart of the City.

Last year the event attracted over 19,000 people positively impacting on local economy generating over £500,000 of spend in the area, showcasing the area through various media channels and promoting cycle safety and youth engagement, explains Claire.

"Activities delivered by the Cheapside Business Alliance have been designed to complement and build upon the exemplary services already provided by the City of London Corporation and will create a long term sustainable partnership that adds real value to this part of the City."

www.incheapside.com



The Cheapside Business Alliance is promoting green transport options such as walking, running or cycling to and from work



Photos: Micky Lee

Fewer deliveries mean safer streets

Nomura is exploring ways of reducing deliveries to its office at City of London's new riverside business district to help improve road safety and air quality

No.1 Angel Lane is the European headquarters of Nomura, an Asia-based financial services organisation spanning 30 countries. The imposing Thames-side structure is the hub of a much activity and movement, with 4,000 commuters entering the building each day.

The 13-floor building also houses three other businesses that are Nomura's tenants. No.1 Angel Lane sits next to the busy Upper Thames Street, so traffic conditions and shared



Nomura's office sits next to the busy Upper Thames Street, so traffic conditions and shared space can be hazardous

space can be hazardous, says Nina Swallow, Nomura's Health, Safety & Environmental Advisor. "We have found an increase in first aid incidents where individuals have arrived to the building with injuries sustained while commuting," she reports.

Safety for pedestrians

The new segregated Cycle Superhighway - which runs from Tower Hill to Lancaster Gate via Upper Thames Street - has resulted in better conditions for cyclists but has caused some confusion for pedestrians, Nina says.

"There is no doubt that Cycle Superhighways are good for the cycling community and for improving air quality, but the two-way direction of cycle movement can make crossing the road a challenge for pedestrians."

There have been a number of vehicle accidents directly outside Nomura's building on No. 1 Angel Lane, says Nina. "These accidents have highlighted the risk to our workforce and business and that is why it is important we work together as a community to address these safety issues."

Steps are being taken by Nomura to improve safety around No.1 Angel Lane, with dedicated security banksman at the main entrance and loading bay access point.

"Simple steps such as implementing a travel plan and reviewing periodically can help," says Nina. "Many social, environmental and economic benefits can be derived from a travel plan. The aim to reduce car use, and promote greener, cleaner travel choices among staff and the organisations supply chain. We are working closely with the City of London Corporation to encourage responsible behaviour and modes of transport such as cycling and walking to reduce vehicular movement and our impact on the environment."

Learning from the Olympics

Nomura is also exploring nighttime deliveries, says David Crowley, Nomura's Health, Safety and Environmental



Everyone can play their part to create a safer, healthier and sustainable environment

Nina Swallow

Manager. "We are working with other businesses operators and the City of London to re-time deliveries to outside the peak hours of the day."

Nomura and other organisations in the City of London were required to carry out nighttime deliveries during the 2012 Olympics and Paralympics. "This passed without a problem so we know it can work," says David.

The City of London is becoming a 24-hour city, so the case for deliveries during off-peak hours is becoming more compelling, he explains. "However, we have to consider issues such as noise pollution because, contrary to what many think, there are residents in the City. Also, we have to think about where deliveries are coming from."

Nomura has also implemented ways of cutting deliveries. For example, the organisation has cut stationery deliveries from five to three per week. There has also been a drop in the number of suppliers delivering to the catering unit.

"As part of the tenant service agreement, all businesses use our suppliers, which cuts down on vehicle movements," says David.

Another challenge for Nomura is the rise in daytime deliveries due to internet shopping. "This is something we are seeking to address though we recognise that our staff often have no choice but to arrange for items to be delivered to work," David says. "One solution could be to arrange for deliveries to be made to drop boxes at stations."



During the 2012 Olympics Nomura's supply chain were required to deliver outside core business hours to accommodate the Olympic planning team's blue priority lane to prevent congestion on the already busy Upper Thames Street

Improving air quality

Nomura has introduced measures designed to cut emissions through reduced traffic levels. This includes encouraging all staff, including executives, to use public transport where possible.

The company also has a no-idling policy, which means that drivers must switch off engines when parked or stationary at Angel Lane.

With the support of the City of London air quality team, Nomura has been using technology to help employees avoid pollution hotspots. The organisation completed a case study using portable PM2.5 air monitoring units to gather data on the level of particulates. The units, tested by the security patrol team and by a cyclist during his journey to and from work, showed areas of poor air quality. "As air quality champions we encourage the use of the CityAir app. The use of this technology can help to highlight greener commuting routes to and from work and would prevent exposure to harmful particulates," says Nina.

Nomura works in partnership with the Active City Network to improve air quality, safety of the streets and



In recognition of the CityAir initiative, Nomura was presented the Air Quality award at the Clean City Awards by the then Lord Mayor of the City of London and Alderman Fiona Woolf CBE, flanked by David Crowley and Nina Swallow

health and wellbeing. Alongside this, Nomura has worked with Nuffield Health to offer a comprehensive health and wellbeing package to employees.

This provides the bedrock for applying for the London Healthy Workplace Charter. The charter can be implemented by organisations and businesses in the City of London, says Nina. "This will benefit their employees and as a consequence their business through lower absence rates, improved productivity and being an employer of choice."

Award winners

Nomura has won awards such as Britain's Healthiest Company (2014-15 and 2015-16) and the Sustainable City Award for Health and Wellbeing (2014-15 and 2015-16). Entering awards makes good business sense as they raise a firm's health and wellbeing profile, says David.

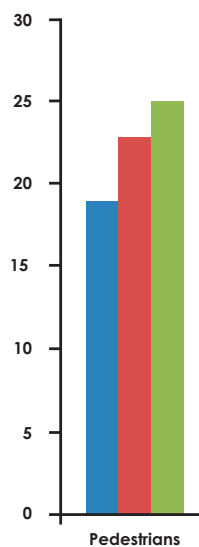
"Awards should not be seen as the end goal, although they may provide motivation and recognition, and can certainly help when seeking resources from management," he says.

"The point is to improve the standards amongst your peers. Our message to our employees is that this is a long-term relationship, and in any long-term relationship you have to invest in the people, build them up, and concentrate on personal wellbeing – it's hard to talk about a relationship in an institution, but that is exactly what we are doing."

Find out more about Nomura's health and wellbeing initiatives at: <http://www.nomuraholdings.com/csr/> Nomura's Health and wellbeing case study is available at Business Healthy: <https://www.businesshealthy.org/case-study/nomura/>

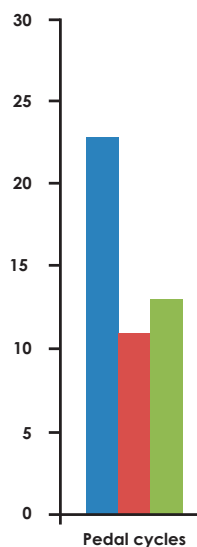
Active Travel in the City of London

The number of City employees has increased, resulting in a rise in the number of pedestrians. The City has the highest density of pedestrians in the UK at peak times

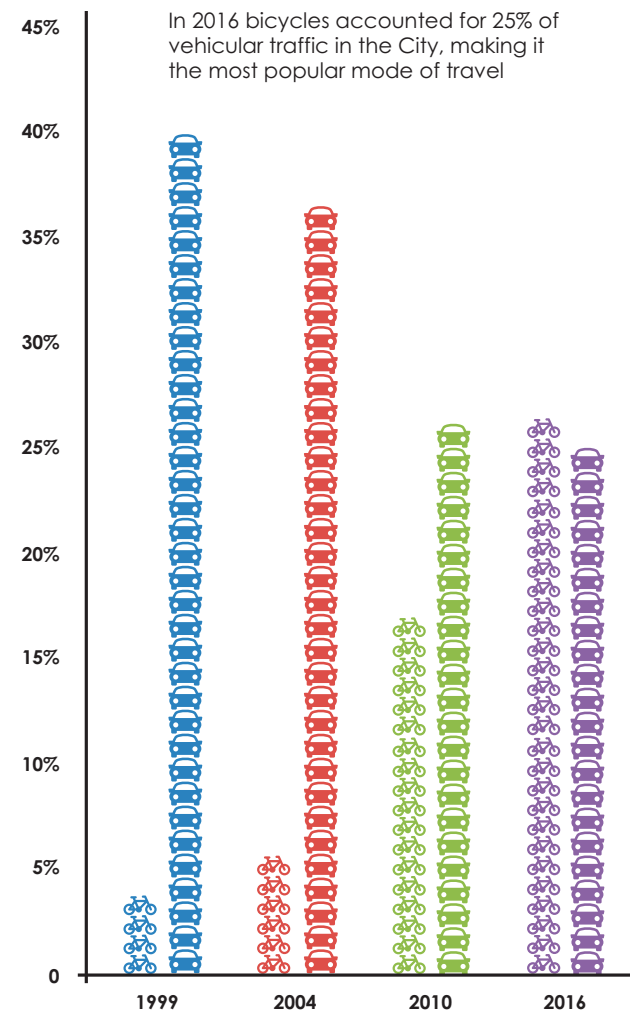


The number of pedestrians Killed or Seriously Injured (KSI) is rising while incidents involving cyclists is going down. Active travellers make up 85% of all KSIs in the City. The relative risk is declining but the City of London Corporation wants to reduce KSIs to zero

■ 2014 KSI
■ 2015 KSI
■ 2016 KSI



Make eye contact!
Pedestrian inattention is listed as a factor in over 70% of casualties by City of London Police



In 2016 bicycles accounted for 25% of vehicular traffic in the City, making it the most popular mode of travel

An holistic approach to wellbeing at work

Wide-ranging measures to improve the health and fitness of Nomura's employees is having a positive impact on productivity, says **Ian Edwards**

Investment bank Nomura is stepping up efforts to boost wellbeing in the workplace by offering an array of occupational health, primary care and fitness services. This is being spearheaded by Ian Edwards from Nuffield Health.

The not-for-profit healthcare provider has been contracted by Nomura to supply all its health and wellbeing needs at the UK head office in the City of London.

Ian has developed a programme of events based on the company's top health risks and measuring its proactive and reactive health expenditure.

There is an on-site medical centre and gym with employees offered a range of classes including cycle fitness, yoga and relaxation.

Alongside this, Ian is seeking to remove barriers discouraging staff from cycling, walking and running to work. A key part of this is ensuring the head office is easy to access. "A virtual health and safety tour has been created to show how to get in and out of the building safely," says Ian. A 'blue route' directs staff to cycling facilities including racks, lockers, changing rooms, showers and the supply of fresh towels. Bike cleaning and maintenance services are also available.

Movement of the people

At the heart of Ian's mission is his aim to encourage 'movement'. "We want to encourage our staff to move, to decrease musculoskeletal injuries, decrease cardiovascular

risk and increase mental performance," he explains.

Ian and his health & fitness team encourage staff to take 'mental breaks' from their work stations, keep fit by walking more and taking time to move to relieve joints and pressure on the spine.

Some of the solutions are as simple as they are effective such as getting staff to use the stairs rather than get in a lift and taking lunchtime walks with Blue Badge guides, who offer educational walks around the city throughout the summer. "This is ideal for those people who don't feel comfortable exercising in a gym."

Cycling barriers

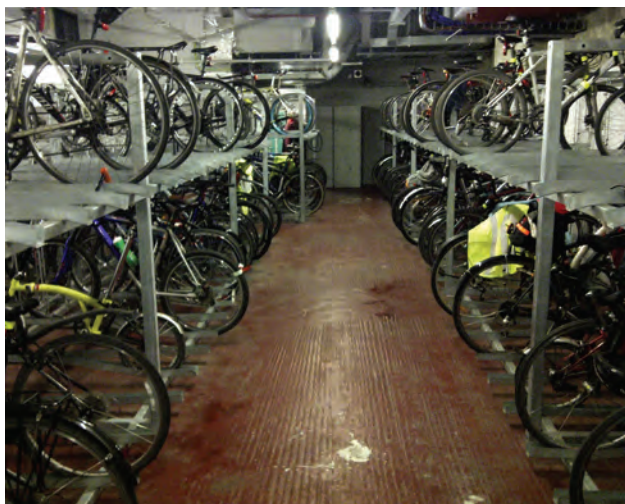
Active travel also has a vital role to play in Nomura's health and fitness agenda. Nomura currently has 500 staff registered to use the cycling facilities. The average number cycling to work increased from 150 in October 2015 to 162 in October 2016.

A key reason that some employees are reluctant to cycle is to do with concerns about safety, Ian notes. To help tackle this Nomura is planning to offer employees bespoke cycling training to show them how to deal with road conditions in the City of London.

Nomura is set to enter into a partnership with the City of London Corporation to encourage fledgling cyclists. "We will also be launching membership via the London Cycling Campaign, which organises training programmes



Nomura's on-site gym



Cycling facilities at Nomura's Angel Lane office include cycle racks, lockers and showers

Staff can relax in Nomura's rooftop terrace overlooking the Thames



and leisure rides, as well as liability insurance and the latest cycle advice and discounts for equipment."

The roll-out of Quietways – continuous cycle routes along quieter streets – in the City of London should result in more people commuting by bike, Ian hopes. "It will encourage more choice, make new and worried cyclists feel safer and also help take away some of the congestion on the cycle networks in peak times."

Business benefits

Ian is deploying a tool called the Nomura Blueprint to assess the wellbeing levels of employees. This consists of a measurable set of data that calculates what the real risks to the business are, and how much Nomura spends on proactive health and reactive health.

"The goal each year is to reduce reactive health and make a proactive healthy workforce," Ian explains.

Levels of absenteeism alone do not give a clear indication of whether or not wellbeing initiatives are working, Ian points out. Another key factor is 'presenteeism' - ensuring that employees are not at work despite illness, anxiety or stress: "We look for statistics to prove that we are making staff healthier and happier."

Studies have revealed a "flourishing workforce" that was happier and more productive with less related sickness, says Ian. This resulted in a saving of £3m for Nomura last year, he reports.

Ian collates data of all the health and wellbeing services offered by Nomura. This includes health assessments, occupational health, fitness tests, private medical

insurance and physiotherapy. All employees at Nomura are encouraged to undergo Nuffield Health's advisory health assessment. This checks stress levels, diet and nutrition, diabetes and cholesterol. It also looks at the posture, fitness and 'lifestyle goals' of staff.

Nomura's medical centre is staffed by GPs, physiotherapists, nurses, dentists, nutritional therapists and osteopaths. "We remove the stress and anxiety of having to book time away from work, which saves time for the employee," says Ian.

"By offering them a safe and fast pathway of care, we can normally offer treatment on the day. This saved around 500 working days last year. It also reduces the strain on the NHS covering over 5,000 appointments on-site last year."



Studies have revealed a 'flourishing workforce' that was happier and more productive with less related sickness

Ian Edwards

Nomura were winners of Britain's Healthiest Company award. From left: Angus Warren, Nomura's Executive Director Real Estate; Ian Edwards from Nuffield Health; host Lord Coe; and Paul Gardener, Nomura's Vice President Real Estate and Services

Health Week

Another Nomura initiative is Health Week, comprising a busy programme promoting movement and healthy eating. A Garden team offers guidance on how to grow the 'plant of the month' on-site, which is then used in meals by the company's nutritional therapist and chef.

Staff are offered cardiovascular testing, a consultation with a smoking cessation nurse and health talks by specialist speakers. Activities include trying out a Batak reaction machine, designed to improve hand-eye co-ordination, and Tai Chi, street dance and relaxation.

Health Week also showcases new features in the canteen such as the nutritional counter and a health snack vending machine.

For all Nuffield Health's efforts, some Nomura

employees appear resistant to change; 23% of staff at the City of London office do not use any of the fitness and health services offered. However, those who do use the fitness and health services report an average increase of 2% in their overall health. All staff undergo desk assessments carried out by a team of fitness advisors and this, says Ian, can identify those at most risk. "The desk checks enable the team to assess to overall health risk to the individual and to provide activity advice and movement motivation. We have a pathway connection to back care workshops and free access to the on-site gym with a support network in place."

Ian recognises that smaller organisations and businesses in the City of London might not have the financial capacity or space to offer the range of services that

Nomura does. But health assessments more than pay for themselves, he says. "A healthy workforce is a productive workforce."

Ian offers his top three tips to help create a healthier workforce: "First, a health approach needs to be measured. Know your offering and be adaptable. Not only will this save you money and time it will focus into set goals and aims."

He continues: "Secondly, ensure good access to services. Make it barrier-free and seamless, fun and motivational, and remember: too many chefs ruin the broth."

"And finally, never underestimate the importance of good communication. If you have a strategy, shout about it. Knowledge is power and choices are key to people buying into a health journey."

Catching the cycling BUG

Since being formed two years ago, the Bank of England's Bicycle User Group has set about making cycling an attractive transport choice for all

Each day the Bank of England sees a significant number of bikes pass through its doors and park on-site. Before the Bicycle User Group (BUG) was formed, there was no single point of contact or means by which our cyclists could communicate with each other, or indeed the Bank with those cyclists. We wanted to bring everyone together so that we could share ideas, tips and advice and create a better Bank for biking! We also wanted to help the Bank of England share information more easily or conduct consultations with its cyclists.

A clear mandate

In May 2015 BUG held its inaugural meeting. We were thrilled that such a diverse range of cyclists came together to share their thoughts and experiences. After the meeting we had a clear mandate of issues cyclists wanted BUG to work on. We later formed a Steering Group, which empowered BUG members to take on projects and drive forward change.

Much of our credibility and success to date has been the result of seeking an Executive Sponsor. BUG approached Victoria Cleland, the Bank's Chief Cashier, and – rather appropriately – a keen cyclist. Working with an executive sponsor gave BUG a stronger and more credible voice in the Bank.



Working closely with staff in charge of facilities, the Bank of England's Bicycle User Group secured the installation of new cycle racks to improve bicycle parking and increase capacity

Photo: Bank of England

Aims and objectives

BUG consists of a lively bunch of cyclists from different backgrounds, who together share our experiences of cycling to the Bank. We hold meetings every quarter and provide members with regular updates. Our aim is for the Bank to be an employer of choice for cyclists and ensure that cycling is an attractive transport choice for all, regardless of age, gender, ethnicity, disability or other characteristic.

Two years since we were established, we continue to bring cyclists – and aspiring cyclists – together.

Achievements

So far we have achieved the following:

Working with the Bank

- We have updated the Bank's external website so that instructions on how to travel to the Bank by bike are clearly explained and accessible
- We have worked with the Bank to improve and increase cycle parking for colleagues
- We have worked with the Bank and our Cycle-to-Work scheme partners to open up the scheme as a year-round benefit (previously it was only possible to elect during a six-day window)

City of London Police Cycling Team

- We have worked with the City of London Police Community Cycle Team and construction company McGee and held an 'Exchanging Places' event in which colleagues were able to exchange places with a lorry driver to experience for themselves the driver's eye view of the road
- We also invited the City of London Police Cycling Team to talk to colleagues about sharing the roads and cycle safety. BUG members were able to register their bikes on the National Bike Register. We also held an informal networking event enabling colleagues to speak directly with City of London Police cycling officers about their thoughts and experiences of cycling in London

Sharing know-how

- We have run in-house bike maintenance sessions where colleagues share their skills and expertise. We also invite along bike maintenance providers, making it more convenient for colleagues to get their bikes serviced

National cycling campaigns

- BUG regularly holds internal events promoting BUG to new and aspiring cyclists. In September 2016 we also held Cycle to Work Day events in the Bank for the first time

Looking ahead

Environmental issues

The Bank of England is committed to reducing its environmental impact and carbon footprint. In 2016 the Bank brought together all its environmental initiatives under one programme: 'Greener Bank'. As part of that

programme the Bank of England pledged to look holistically at its environmental impacts and put measures in place to reduce them. Part of that pledge will be to look at the way we travel for business purposes.

BUG will work closely with the 'Green Champions Network' to help the Bank improve its impact on the environment through green travel measures. For example, we are looking at 'pool bikes' for Bank colleagues so they can get across London for meetings instead of taking taxis. We are also looking to engage with other businesses to enable Bank colleagues to park their bikes securely when attending meetings at their premises.

External Networks

We have been working with the City of London Road Safety Team and attending other external events in order to share news and updates with our members.

If you have any questions or want to get in touch email BUG at: bike@bankofengland.co.uk

Bank of England Bike Facts

Total employees: **3,000+**

Bicycle User Group Members: **209**

Bicycle User Group Steering Group: **7**
(includes BUG's Chair and Secretary)

Executive Sponsor:
Victoria Cleland – Chief Cashier

Victoria Cleland, Chief Cashier at the Bank of England and Executive Sponsor of the Bank's Bicycle User Group, in front of the the Bank of England's bronze Works Yard Doors



Photo: Chris Redgrave, Historic England

Walk the Walk!

Employees at Accenture are being encouraged to get out of the office and walk around the city to boost their health and travel more sustainably, writes **Richard Lambert**

Accenture encourage staff to walk more when travelling between its central London offices. With its office in Fenchurch Street, the firm has set out to encourage staff to opt for more active and sustainable modes of travel when they step out. Accenture has several offices in the capital that are a short distance apart. For this reason it decided to make walking a key element of promoting active travel.

Lola Okurinboye, UKI Environmental Specialist at Accenture, says: "Walking initiatives like this can help to reduce our impact on the environment as an employer, less car journeys and taxi trips. We have been using walking as a way to reduce people's impact as well as providing the direct benefits of walking for staff's physical and mental health."

Mapping out walking routes

In 2016 Accenture commissioned a walking map for staff (see page 25). The map contains interesting walking trails of varying lengths that start and finish at Plantation Place. The routes suit even the busiest employee, running from 15 minutes up to an hour, and the map offers tips on how to incorporate more walking into the daily routine.

The map was launched and distributed over a number of days in September 2016 along with messaging highlighting the benefits of getting out and walking more. Staff were encouraged to take lunchtime walks, hold walking meetings, and walk more before and after the working day.

Accenture wanted a walking resource that both encouraged staff to get out and be active independently

but could be used in the long-term by staff either as individuals or also by the organisation.

With this in mind, the staff in the Human Capital and Wellbeing team used the walking maps to organise walking tours around the City for staff as part of the London offices' 'Health and Wellbeing Week', which took place from 23 – 27 January 2017.

Amanda Luck, Office Operations Specialist at Accenture, who led one of the walks, says: "We had 44 people sign up to the tours and lots of interest was generated from staff.



Walking tours offer City workers a good excuse to leave their desks for a while

People really enjoyed the opportunity to get out for a walk together; and the led walks added a good active element to the Health and Wellbeing week. A lot of people are stuck behind desks and we wanted to give them the excuse to leave their desks and go for a walk."

Since the maps have gone live there has been a rise in the number of staff going for walks as part of their working day through walking meetings. Walking outside can add that creative edge to your meeting. As Nietzsche said, "All truly great thoughts are conceived by walking".

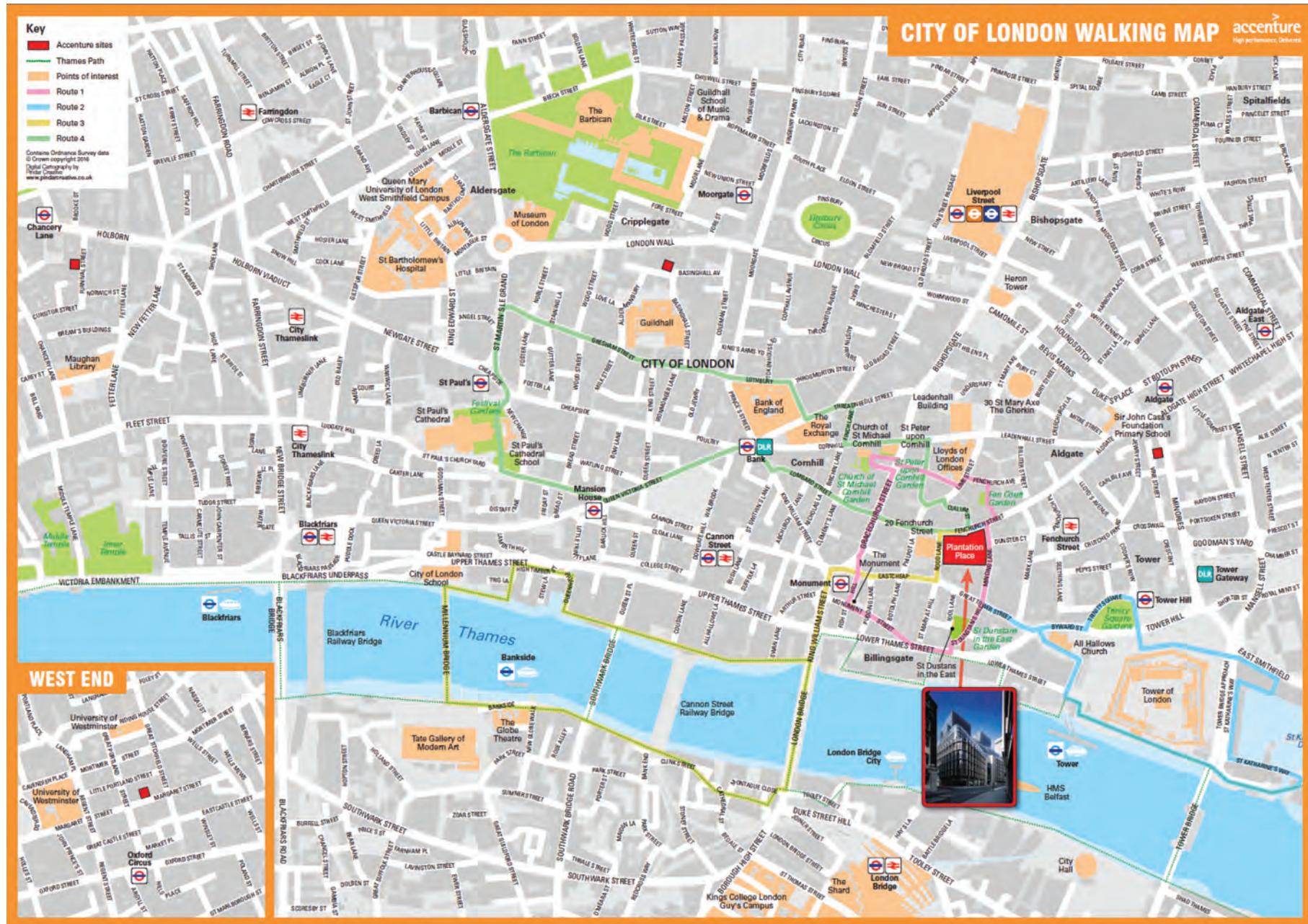
"Staff get more exercise as they walk more and the maps have also shown staff that there are so many green and interesting places near by to our offices in the square mile that you didn't know existed," says Lola.

The future legacy

Accenture says it has received positive feedback from staff to its initiative to promote walking. "The walking maps are a great and long-term way to engage with employees and we plan to use them during National Walking Month in May when running some walking initiatives," says Lola.

Amanda adds: "The benefits of these initiatives will have a lasting impact as the led walks have encouraged more independent walking from staff. We have been asked to run more led walks for another department this spring."

■ **Richard Lambert** is Project Co-ordinator London at Living Streets, the charity for everyday walking





Laying the foundations for safer routes

Mace is taking steps to enhance the wellbeing of its workforce while also improving road safety for all road users, explains **Adrian Boughflower**

At Mace we take a 'no compromise' approach to safety. And that's why it is one of our four key values. The others are: Client focus – deliver on our promise; Create opportunity – for our people to excel; and Integrity – always doing the right thing.

As an international construction and consultancy business, our vision is to be the industry leader in helping to

shape cities and build sustainable communities.

We take health & safety extremely seriously and apply a two-pronged approach to Work Related Road Safety (WRRS). In the first instance we look at those who work in our head office while in the second we consider the impact our construction sites have on the immediate neighbourhood and associated stakeholders.

Getting staff in the saddle

Our approach starts on day one when all new employees, whether at head office or on one of our construction sites, receive an induction on all the relevant safety aspects they will need to know.

The head office has facilities such as secure cycle parking and showers for those who wish to cycle to work.

We provide staff with our 'Health & Safety Moment' document, which highlights the benefits of cycling to work as well as outlining the dangers that cyclists face and discussing what we do about minimising the risks.

We have introduced a range of measures that build on our culture of cycle safety excellence. We carry out a review of project delivery arrangements such as routes to site, access arrangements, signage and barriers. Other measures include earlier planning actions for construction logistics for projects and new auditing processes for projects and across the supply chain.

Not only do we ensure people know how to be safe as a business but we also actively encourage our employees to be healthy. Every year we hold Mace Health Day where we offer tips on how to be more active such as taking the stairs for a change or getting off a stop earlier than normal, as well as operating a cycle to work scheme that all staff can benefit from.

Construction sites

We work hard to mitigate the impact of construction vehicles delivering to our sites in the City of London and



considering the safety of vulnerable road users.

Our approach is based on firstly ensuring that all deliveries are as safe as possible and secondly that all vehicles attending our sites do so in a controlled way. This is with good reason; figures from Transport for London reveal that in 2015 nine cyclists and 66 pedestrians were killed. HGVs were involved in 78% of cyclist fatalities, and a disproportionately high number of these incidents involved construction vehicles.

So, what are we doing about it? We became one of the first Champions for the Construction Logistics and Community Safety (CLOCS) scheme. From there it was a natural progression to rolling out the scheme at all our sites. This means that all vehicles that attend our sites will be turned away unless they are fully compliant with the CLOCS standard.

Every site ensures that all deliveries are booked in and arrive in an orderly fashion. It is vital that the flow of vehicles is controlled, not least to avoid queues of trucks waiting outside or vehicles driving around the area waiting to come on, both of which put vulnerable road users at greater risk. To do this we employ a delivery management

system, DataScope.

When making deliveries, contractors must give at least 48 hours' notice before any vehicle arrives on site. They must provide information to show what type of vehicle is coming, what's on the load, any special requirements for access etc. The contractor must input information about the vehicle size, so if it is over 3.5 tonnes it will force them to include their FORS registration details.

Each booking is reviewed prior to arrival on site and only approved if all the information is present. Once approved, the management process moves to our site traffic marshals who control the access gates and are the first point of contact for any delivery. Each vehicle is checked to ensure compliance with CLOCS before being allowed to enter.

If a vehicle isn't compliant they will not be allowed on the site. We have a process to ensure we have a record of the actual vehicle, the company it belongs to and the contractor on site to which it is delivering or collecting from. This information is recorded on Yellow Jacket, our online health & safety performance management system.

A letter is then sent to the contractor concerned informing them that they need to address the issue before that vehicle or delivery company will be allowed onto our site.

Mace is an international company with four regional centres in Hong Kong, New York, Johannesburg and Dubai while our head office is located within the City of London. We have a number of construction sites within the City that have a daily impact on the lives of both those who live in the city and those who come to work daily – including our own staff and those on our sites. And that is why safety is of paramount importance to us.

■ **Adrian Boughtflower** is Associate Director at Mace

Right: Traffic marshals control the access gates and are the first point of contact for deliveries at Mace sites





Fieldfisher has handled a growing number of cases involving injuries to cyclists. Of these cases, 80% have involved HGVs

Bespoke cycle training can save lives

Better safety courses for HGV drivers and cyclists would help to reduce serious road accidents, believes personal injury lawyer **Jill Greenfield**

Cycling in the City of London can be challenging at times, so employers should ensure staff are given appropriate training before getting in the saddle. This is the firm belief of leading serious injury lawyer Jill Greenfield, a partner at law firm Fieldfisher.

Cyclists need bespoke training to learn how to put safety first when sharing road space with large vehicles such as HGVs and buses, she argues.

Why mirrors matter

One of the chief reasons for accidents involving cyclists is due to mirrors on HGVs being wrongly positioned or not being used properly by drivers, according to Jill. "Mirrors are a major factor in many accidents. There should be no blind spots if mirrors are used correctly."

Jill, a personal injury lawyer who seeks compensation for her clients, thinks employers should ensure staff receive special training to reduce the risk of them being "clipped" by a large vehicle.

"Employers should make sure people who want to start cycling are properly trained," says Jill. "Staff should get specific training as opposed to a standard training course to show them how to cycle in the City of London. Before you get on your bike in the City you need to know what you are doing."

She adds: "People on bikes need to know how to position themselves properly, and should be made aware of pinch points and dangerous zones. Training would show them how to get out of difficult positions."

A cycling trainer could lead rides in the City along

routes that avoid the most dangerous junctions, suggests Jill. "I'm sure that doing this would save lives."

Support should also be offered to cyclists who have been involved in accidents and want to get back in the saddle. Fieldfisher has arranged for clients to take rides with a "buddy cyclist" who can offer guidance and help build up a rider's confidence again. The cost of this training should be part of any damages recouped after an accident, says Jill.

Rise in serious injuries

Fieldfisher has handled an increasing number of catastrophic injury cases involving cyclists in the past four years. In the past 12 months alone the firm has worked on more than 20 cases involving injuries to cyclists and pedestrians. Of these cases, 80% have involved HGVs and 10% buses.

About 70% of bike accident cases have involved female cyclists. This could be because women are more likely to stick to the rules, suggests Jill. "It could be they did what they were meant to, they did not cross the white line, perhaps they weren't as quick to pull away when the lights changed."

She points to figures from the Royal Society for the Prevention of Accidents (ROSPA), which show that in 2014, 21,287 cyclists were injured in reported road accidents in the UK, including 3,514 who were killed or seriously hurt.

"The number of deaths may be going down. This could

be due to doctors saving more people, but it also means the number of serious injuries is going up. I am seeing an increasing number of cases where the cyclist has sustained serious brain and spinal injuries as well as amputations."

The horrific nature of some accidents involving cyclists has left an indelible mark, admits Jill. "Over the years I have seen too many accidents and too many gruesome pictures."

'Direct vision' cabs

Jill welcomes Transport for London's plans to improve all-round visibility on HGVs. New style HGVs allowing 'direct vision' from the cab, rather than relying on mirrors and monitors, would have a substantial impact on improving road safety for pedestrians and cyclists, says TfL.

Under the proposals the most dangerous HGVs would be banned from London's streets by January 2020.

TfL data shows that HGVs were involved in 22.5 % of pedestrian fatalities and 58% of cyclist fatalities on London's roads in 2015, despite making up just 4% of the miles driven in the capital.

There is a pressing need for HGV drivers to go on safety awareness courses, believes Jill. "I think shock tactics is the only way – getting them to meet with the victims and realise that time spent on proper training can really save lives. They are driving a lethal vehicle and need to be super vigilant. Drivers need to understand how vulnerable cyclists are and how they can be clipped and dragged under an HGV in seconds."

The remorse felt by HGV drivers involved in accidents is palpable, she says. "I have actually felt sorry for drivers - they never intended to maim or kill someone. When they realise the damage they have caused to an individual it is horrific for them."

But, all too often, when a case reaches court the HGV



Jill Greenfield welcomes TfL's plans for new style HGVs which allow 'direct vision' from the cab rather than relying on mirrors and monitors

drivers' employer argues that the cyclist was partially at fault, says Jill. "The defendant says this even when it is clear to me that the cyclist was in no way responsible." Jill points out that she has never lost a road accident case in her 24 years as a civil lawyer. "You need to analyse the case correctly and get the right expert evidence."

This thorough approach means that she has been able to win cases that initially failed in criminal court. She recalls how a cyclist involved in a collision with a bus was deemed to be at fault when the case was heard in criminal court. "But we then got hold of all the paperwork about the case and found that the bus had gone through a red light, so we were successful in the civil claim."

In 2016 City of London Corporation trained over 160 adults. If you would like to sign up for free cycle training please contact RDR@Cityoflondon.gov.uk



People on bikes need to know how to position themselves properly, and should be made aware of the pinch points and dangerous zones

Jill Greenfield





A campaign is underway to remind road users to comply with 20mph speed limits in the City of London



Reckless road users face stiffer penalties

City of London Police is targeting dangerous drivers and vehicles along with people who cycle on pavements as it steps up its campaign to reduce collisions

There may be a high price to pay for those motorists who use their mobile phones while driving, City of London Police has warned. This follows a crackdown during the first week on March when it carried out an operation to target offenders, which coincided with the introduction of tougher penalties by the government. If a driver is now caught they will receive six points on their licence and a £200 fine, double the previous penalties.

Catching mobile-using drivers

During the one-week operation City of London Police issued 11 fixed penalty notices and one court summons, meaning a total of £2,200 worth of fines and 66 penalty points were handed out to drivers.

Traffic officers stopped 10 men and two women for suspected phone use. The youngest person stopped was 25 while the oldest was 50. Of the 12 vehicles stopped, eight were vans, followed by three cars and one LGV.

According to statistics released by the National Police Chief's Council (NPCC), phone use was detected in nearly 70% of the 5,614 vehicles stopped during a nationwide week of enforcement in January 2017.

Inspector Sarah Smallwood from the City of London Police says: "Any form of inattention while driving can seriously impact on the safety of both yourself and other road users. In the time it takes to send a text or answer a phone call, the road conditions can change dramatically and if your eyes are on your phone and not the road, your reaction time could be severely affected.

"Although the week of action may be over, the City of London Police will continue to strictly enforce all road legislation."

She adds: "City of London Police's Transport and Highways Operations Group will be supporting this national initiative, patrolling in both marked and unmarked cars, motorcycles and pedal cycles."



The City of London Police Transport and Highways Operations Group

Enforcement campaigns

Inspector Smallwood leads the City of London Transport and Highways Operations Group (THOG). The service is funded by Transport for London (TfL) to achieve agreed aims and objectives relevant to the policing of transport and communication links in the City of London. The team works alongside the Metropolitan Police's Safer Transport Team, British Transport Police and the Taxi & Private Hire Directorate of TfL.

As well as targeting phone use by drivers, City of London Police runs a series of enforcement campaigns to tackle offences such as drink and drug driving, speeding

and driving without consideration for others.

City of London Police has also redoubled its efforts to protect vulnerable road users from dangerous goods vehicles and drivers. In 2016 its Commercial Vehicles Unit stopped and checked 1,229 goods vehicles, of which 815 were found to be non-compliant with a total of 1,828 recorded offences.

The unit also regularly visits development sites around the City of London to ensure that their supply chains are compliant with regulations.

City of London Police recognises that cyclists are often the victims in road incidents involving HGVs and other

vehicles. However, it adds that cyclists must share responsibility for their own safety and those of pedestrians and other pedal and motorcyclists.

The City Police Cycling Unit enforce riding on the pavement, riding without consideration for others, riding at night without lights and failure to obey traffic signals.

To find out more about City of London Police road safety initiatives visit:
<https://www.cityoflondon.police.uk/advice-and-support/safer-roads/Pages/default.aspx>



If you would like to join the **Active City Network**
please email the Road Danger Reduction Team at:
RDR@Cityoflondon.gov.uk or call: **020 7332 1234**

