

Transport for London

# Workplace cycle parking guide

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# 1. Introduction

Increasingly, organisations are looking to improve transport options for their employees. Changes in how staff travel to and from work, and make journeys during the working day, can save time and money for both them and their employers. These changes can also provide health, social and environmental benefits for the community at large.

One option that is rapidly becoming more popular in London is cycling. The Mayor, Ken Livingstone, said: 'Cycling is the fastest, cheapest, most healthy and environmentally friendly way to get around London. Bicycles are an ideal form of transport for journeys under three miles. The number of cyclists on our roads [in London] has doubled since 2000 and we've already exceeded our cycling targets five years ahead of schedule'.<sup>1</sup> Between 2000 and 2005, cycling in London has increased by 72 per cent.

There are a number of ways that employers can encourage their employees to cycle. These include installing high quality cycle parking facilities and introducing a range of supporting measures such as showers and lockers.

Transport for London (TfL) has published this guide to help organisations answer all the practical questions that might arise when providing cycle parking. It also outlines the range of measures that will maximise the return on its investment by helping to make cycling to work a viable and sustainable option.

1. Greater London Authority (26 October 2005), Mayor announces doubling of cycle journeys in London, Press release

# 2. Who is this guide aimed at?

This guide is aimed at any organisation that is looking for advice on how to provide cycle parking as a way of encouraging its staff to cycle to work. It sets out to answer questions such as what is needed, how much to provide and where to get cycling parking from. In addition, it also outlines a range of complementary measures that will help encourage employees to cycle to work, thereby maximising the return on the investment in cycle parking. Included at the back of this guide are lists of useful contacts and publications as well as details of suppliers and cycle parking standards for new developments.

Please note:

- Different issues from the same organisations are used as case studies throughout this document; this is because successfully encouraging cycling to work relies on pulling together a number of different strands, not just the provision of cycle parking
- Unless stated otherwise, it is presumed that all cycle parking will be on privately owned land. When it is within the public highway, the installation of cycle parking is the responsibility of the local borough. Guidance is given on this issue later in the document

To begin with, it is necessary to answer the obvious question of why encouraging anyone to cycle to work is good for an organisation as well as the individual.



### 3. Why should I encourage my staff to cycle to work?

A workforce that regularly cycles to work will be fit and healthy<sup>2</sup>. For that reason alone cyclists can be relied upon to be more alert and productive than their less active counterparts<sup>3</sup>. Cyclists should also be absent less often as their general health will be more robust<sup>4</sup>. If those were not reasons enough, the chances are they will be more reliable timekeepers too, since journey times for cyclists are more consistent than for all forms of motor traffic (including buses) at peak periods<sup>5</sup>.

Besides increased productivity, from a business point of view there could well be other benefits from encouraging cycling to work. For example, freeing-up space currently used for car parking might enable expansion within a cramped site, or a reduced need for off-site parking could bring down overheads. In addition, providing good facilities that keep cyclists happy could cut down on staff turn-over and help lessen recruitment costs<sup>6</sup>. Finally, sharing staff cycle parking with customers at local retail businesses can increase profitability as cyclists are known to spend more per visit than car drivers<sup>7</sup>.

There will also be times when the provision of cycle parking is a natural outcome of a workplace travel plan. This could be because an organisation has seen the many benefits of promoting sustainable transport for its staff or simply because such a plan is a requirement of development proposals. Either way, doing it well will achieve the best results.

#### Case study: Investing to save

##### GlaxoSmithKline (GSK)

When the choice came down to providing car parking at a cost of £2,000 per space per year at its worldwide headquarters in Brentford, or supporting those who were willing to give up their cars and cycle to work at the cost of £400 per annum, GSK found that there was no decision to make. As a result, the number of staff cycling to work has increased from 50 to 350 (out of 3,000) and is still rising.

2. Tuxworth, W., Nevill, A., White, C. and Jenkins, C. (1986) Health, fitness, physical activity and morbidity of middle-aged factory workers, *British Journal of Industrial Medicine*
3. Health Education Authority (1993) Health promotion in the workplace: a summary, Health Education Authority, London
4. Lechner, L. and de Vries, H. (1997) Effects of an Employee Fitness Program on Reduced Absenteeism, *Journal of Occupational and Environmental Medicine*
5. National Cycling Forum (2001) *Cycling Works! How employers can benefit from increased cycling*, National Cycling Strategy
6. Tsai et al. (1987) Relationship of employee turnover to exercise adherence in a corporate fitness program, *Journal of Occupational Medicine*
7. National Cycling Forum (1998) *Cycling in urban areas - issues in retailing*, National Cycling Strategy. See also: Sustrans (2006) *Shoppers and how they travel*, Information sheet LN02

As a final incentive, encouraging cycling can also be a good way of boosting an organisation's corporate image. This is especially true where it wishes to convey a sense of social and environmental responsibility. For example, this could be when seeking ISO 14,001 status for its environmental management system, or when it needs to demonstrate to key decision makers that it has responded to national and local government initiatives.

#### Case study: Making a statement

##### University of Gloucestershire ISO 14,001

'We're well known for our focus on environmental issues and are proud of our ISO 14,001 status. Providing cycle parking for students and staff was a key part of our Environmental Management System and Campus Travel Plan and if we've removed a barrier as a result and encouraged more people to cycle then I'm a happy man.'

Andrew Simpson  
Operations Manager, Estates Management  
Department University of Gloucestershire



Closing an access under a building and installing 'toast racks' proves popular with students and staff alike





# 4. What do I need to know about cycle parking?

## Principles of best practice – how to do it well

A number of principles have been developed to explain best practice in the provision of cycle parking<sup>8</sup>. We have included them here to help develop an understanding of what works (and what doesn't).

### Visible

Cycle parking should be easy to find and well signed. Hiding it away in a corner of an underground car park may mean that staff don't know it is there – publicise it if necessary, moving it might be better.

### Accessible

Cycle parking should be easy to get to and preferably within 20-30m of the final destination. Putting it close to the front door makes a positive statement to both staff and customers alike.

### Safe and secure

Not only should it be possible to securely lock the bike frame and wheels to something immovable, those using the parking should not feel that their personal security is at risk. Additional lighting or CCTV may also be needed. 'Natural' surveillance by passers-by or by being overlooked is usually the best form of security.

8. Sully, A. (1998) Cycle Parking – Principles of Best Practice, Velo Mondial

### Easy to use, manage, maintain and regularly monitored

Stands should be able to support all types of bicycle, even when knocked. They must also be easy to use. Cycle parking that proves difficult to use may well be ignored resulting in bikes being left where they create a hazard.

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

### Consistently available

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

### Covered

Covered long-stay parking at any site will make cycling a much more attractive option. This is especially important for employee parking and is very strongly recommended.

### Connected

Cycle parking should complement both the on-road and off-road cycle network and destinations along the way. There should be no barriers to its use caused by difficult road conditions or other safety hazards. Perhaps the site entrance could be improved for the benefit of cyclists – what are the routes like within the site?

### Linked to other services

Where parking is provided at rail or bus stations, opportunities to combine parking with activities such as cycle hire, repair and tourist information should be exploited. If this doesn't appear to apply, just remember that visitors, customers and staff can all share the cycle parking if it is provided.

### Attractive

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

### Not a problem for others





Cycle parking should not get in anyone's way: it may also need to comply with the requirements of the Disability Discrimination Act 1995. If located thoughtfully, the latter is unlikely to be an issue unless there is general public access. Keeping it clear of people and vehicles moving about a site will help meet the requirements of health and safety legislation.

## What to provide and how much to invest

The following tables set out examples of different types of cycle parking with advice on their suitability. The costs are indicative at the time of writing and do not include carriage, installation or VAT except where stated. No costs are given for those parking methods that are not recommended.









## Types of cycle parking






Type	Illustration	Comments	Indicative costs
<p><b>Sheffield stands</b></p>	 <p>Sheffield stand</p> <p>'Toast rack' used for temporary parking</p>	<p><b>Very strongly recommended</b> for most uses: they can park two bikes on one stand and are cheap to buy and install. Users like them as they support the frame of the bike and allow a range of locking positions. They can be bought as individual stands or in 'toast racks' that can be bolted-down in a number of locations. They are also available in a variety of finishes from stainless steel to coloured nylon, or simply galvanised to keep costs down. Maintenance costs for Sheffield stands, and other simple parking systems, are virtually nil.</p> <p>Always aim for a distance of at least 1m apart as cramming them together makes them harder to use and does not always increase capacity (see spacing layouts on pages 18-20).</p>	<p>From £30 – £40 per stand depending on number, type of fixing and finish.</p> <p>TfL's 'Take a Stand' scheme can provide employers with free cycle stands for up to 40 bicycles. See 'Can I get any help to pay for cycle parking?'</p> <p>'Toast racks' will vary depending on length and the number of stands involved.</p>
<p><b>Covered parking</b></p>	 <p>Parking under overhang at supermarket</p>	<p><b>Very strongly recommended</b> for employee parking and partnered with Sheffield stands. This can be achieved by the use of purpose-made shelters or by the use of existing building overhangs or covered areas.</p> <p>Please make sure that the roof gives adequate cover or site it so that the prevailing wind does not blow rain onto saddles.</p> <p>Clear roofing materials make for better surveillance, and therefore personal security, and reduce the need for additional lighting.</p>	<p>£1,800 upwards plus stands.</p>
<p><b>Wall bars, hooks or rings</b></p>	 <p>Security rail</p> <p>Wall mounted Sheffield stand</p> <p>Wall hook Pictures: Autopa</p>	<p><b>Recommended</b> for use where space is limited and/or to provide additional security where bikes are habitually parked against a wall to gain shelter from the weather.</p> <p>Useful for providing additional parking in odd corners (but see 'Safe and secure' section on page 6). Such simple methods are infinitely preferable to 'butterfly' stands (see page 12).</p> <p>Low cost DIY solutions could involve a length of chain or galvanised pole, with secure anchor points, mounted at cross bar height.</p> <p>Where wall hooks are used and bikes have to be lifted it is important to provide an alternative for those who are mobility impaired.</p>	<p>Varies with solution: from £5 - £180.</p>
<p><b>Compounds</b></p>	 <p>Picture: Gina Harkell</p>	<p><b>Recommended</b> for employee parking as compounds can provide both additional security and covered parking. Entry controls can be key-pad or electronic.</p> <p>Compounds can be created by using two shelters facing each other and the addition of gates at either end.</p> <p>As a cheap alternative, a robust shed fitted with wall hooks from a DIY store and padlock keys issued to cycling staff can make for a viable solution in the right circumstances.</p>	<p>Varies with solution. Basic shelter with 'cage' type front gates from £2,150 upwards.</p>



## Types of cycle parking (cont.)

Type	Illustration	Comments	Indicative costs
Lockers	 <p>Picture: Cycle-Works</p>  <p>Picture: BikeAway</p>	<p><b>Recommended</b> for additional security where other forms of covered storage is not possible. May be used in upright form where space is limited.</p> <p>Can be 'double-ended' to make best use of space but minimum of 2m needed in front of doors to allow for comfortable insertion/removal of bikes.</p> <p>Useful for siting in 'dead' space in car parks (see 'Safe and secure' section on page 6).</p> <p>Requires key management regime: best assigned to single user but difficult to monitor levels of use unless contents can be inspected.</p>	From £620 upwards per locker.
Two-tier racks	 <p>Picture: Cycle-Works</p>	<p><b>Recommended</b> where extra capacity is needed. Each bike has its own 'space' so will not catch on adjacent bike when being inserted/removed.</p> <p>Best provided where instructions for use can be given as apparent effort needed to raise bikes may discourage some potential users.</p> <p>Can be angled at 45 degrees or more to minimise aisle width.</p>	£200 - £250 per space (including design and installation) but varies with number.
Storage within the building		<p><b>Recommended</b> where no other alternatives exist. Space is almost always at a premium but clearing redundant areas can make for useful storage opportunities.</p> <p>Colleagues who work together are likely to respect each other's bikes when the time comes to remove their own from the pile, if stands are not provided. However, health and safety issues should be considered. Bikes must not be allowed to block emergency exits, passageways, stairwells etc.</p>	N/A.
Electronic control of parking		<p><b>Recommended</b> where very high levels of security are required for both compound and bike locking: 100% security virtually guaranteed and no need for user's lock to be used. Suitable for use in managed central cycle parking unit where users come from a large number of organisations on the same site.</p> <p>Electronic control also allows for highly detailed monitoring of patterns of use.</p>	Varies with number and installation.
On-street parking		<p><b>Recommended</b> where there is no room within premises for private cycle parking. Useful where parking can be shared by shoppers and staff alike.</p> <p>Lack of cover a disadvantage but often a worthwhile no-cost option for employers. Advice on how to secure this is available from your London borough: see Appendix 3 'Useful Contacts' for more details.</p>	Nil.

## Types of cycle parking (cont.)

Type	Illustration	Comments	Indicative costs
Two-level wheel or handlebar racks		<p><b>Not recommended</b> except as a last resort and only in areas where security is provided by other means.</p> <p>These types of parking offer little or no opportunity to secure bike frames (although some systems provide a steel cable or chain) and are unpopular because bikes need to be lifted, cables and handlebars can snag and falling bikes can damage others. Any apparent capacity gains are often lost because of the difficulty of inserting and securing bikes in crowded racks.</p>	N/A.
Two-level upright racks	 <p>Incorrect use of racks</p>	<p><b>Not recommended</b> except in areas where security is not a problem and guidance on use is provided.</p> <p>Once commonplace when theft was not such a problem, these racks are unpopular because of the need to lift the bikes and the near impossibility of securing the bike's frame to the rack. Some potential users unfamiliar with the type also fail to understand how to use them.</p>	N/A.
'Butterfly' racks		<p><b>Not recommended</b> despite the apparent benefits of taking up little space when unoccupied. This type is unpopular as it offers no means to secure the frame and provides little or no stability when a bike is knocked.</p>	N/A.
Railings or street furniture		<p><b>Not recommended</b> but a good indication that additional parking provision is needed, or what has been provided is unpopular with potential users.</p>	N/A.
Wheel slots	 <p>Picture: DFT/ERCDDT</p>	<p><b>Not recommended</b> under any circumstances.</p>	N/A.

**Note:** it is recommended that all cycle parking provision should match or exceed the standards laid down by the Bike Parking and Security Association (BPSA). Details of these standards, and a list of the manufacturers that make up the association's membership, are available online. Contact details are available in Appendix 1.



## 5. How much should I provide?

Research has shown that currently there is no universally agreed methodology for deciding how many parking spaces to provide<sup>9</sup>. However, many local authorities have derived their own standards based on existing use and their targets for cycle journeys to work.

When developing a new site, the local borough will advise how many should be provided during the planning application process. The draft TfL standards, set out in Appendix 2, may serve as a good guide to what is needed. For further information please consult TfL's Workplace Travel Planning Team. Contact details are at the end of this document (see Appendix 3).

Alternatively, a rough guide would be to provide parking for everyone who already cycles to work plus another 50 per cent (over-provision seems to attract cyclists so be prepared to keep an eye on the levels that result). After that, a good rule of thumb is to add another 20 per cent every time occupancy levels reach 80 per cent.

### Where can I get it?

A list of cycle parking manufacturers is included at the end of this document. Amongst those listed are the companies who are members of the Bike Parking and Security Association.

### Case study: Leading by example (1)

#### Transport for London (TfL)

TfL has installed two-tier and other cycle racks for the use of staff cycling to work at one of its offices.



High rise in the city centre

9. Transport Initiatives for Bedfordshire County Council



## 6. Where should I put it and how much room is needed?

Cyclists will be grateful if the parking is sited as close as possible to the door by which they enter the building. This is not just to shorten the distance they have to walk but also because this is where their bikes will be overlooked by those coming and going and, hopefully, by colleagues inside the building. Putting the parking close to the main entrance and providing cover from the rain also makes a very positive statement about your commitment: if it can be put where it may be used by visitors or customers as well, then so much the better.

If help is needed in deciding, it may be helpful to take a look at where cyclists are currently parking as that is generally a good indication. Alternatively, employees who regularly cycle can probably give a good idea of where it can be installed to best effect.

Cyclists will be reluctant to use parking provided out of sight at the back of the car park with the result that some will attach their bikes to an immovable object nearer the entrance instead. This could well be more convenient to them but is likely to be less so to other users of the site or the premises management team. Consideration should be given to health and safety issues when introducing cycle parking to an existing site (as well as a new one) and care should be taken to install it clear of pedestrian and vehicular routes.

### Spacing

It is strongly recommended that stands are spaced at least 1,000mm apart and preferably at 1,200mm intervals. Placing them closer together to increase capacity may not always be a sound investment as this makes using them more difficult, especially when the racks are nearly full and a bike has to be threaded into a tight space. Even though stands might often appear to be full with narrower spacing, on closer inspection it will probably be clear that, in many instances, only one side of each stand is used. This may mean that cyclists are unhappy and have gone somewhere else (or don't want to cycle at all because life's too difficult) resulting in much of the investment going to waste. It is suggested that manufacturers of toast-racks who say that they 'always make them like that' (ie closer together) should be ignored. If there is room, spaced-out is always more user-friendly.

### General

The following suggestions may be of help. Some will appear obvious but they are still worth pointing out for the benefit of those unfamiliar with the design and installation of cycle parking:

- Cycle parking should support any type of bicycle without damaging it - both when the cycle is parked and if it is accidentally knocked
- It should be possible to secure both the frame and front wheel to the stand

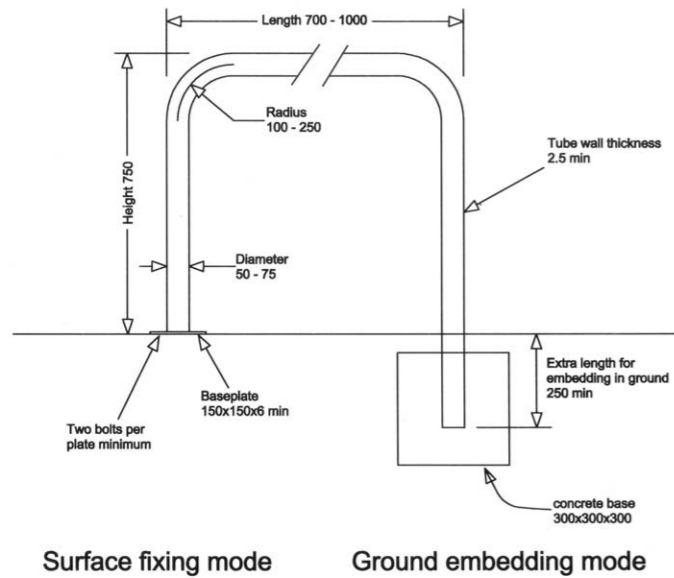
### Layout diagrams (not to scale)

The following drawings are intended to help with the layout design of Sheffield stands. This is simply because they are almost always the best solution as they are cheap and each stand can park two bikes, one on either side. The drawings also include clearance distances from passing pedestrians and other site traffic. The manufacturers of other kinds of parking equipment (see the list at the back) will be able to help with the layout of their products and may even be able to offer a design service.

When identifying space for bikes it is worth noting that they are, on average, 1,800mm long and 650-700mm wide depending on handlebar width. When being pushed by its owner the overall width increases to roughly 1,250mm but do not forget to allow for clearance either side, hence the suggested aisle widths.

- Cyclists bending to lock their bikes should not be at risk from passing vehicles
- Parked bicycles should not obstruct emergency exits or access to plant or equipment stores
- Sheffield stands should be aligned at 90 degrees to any slope to stop bicycles rolling away
- Short wall bars may be mounted vertically as well as horizontally (and any angle in between) and this may suit a range of bike types: it might be worthwhile checking what suits existing cyclists
- The stands in toast racks should be joined with 'flat' section bars for ease of access and to avoid creating a trip hazard and traps for rubbish
- Stainless steel racks in public areas should have a 'brushed' finish for the benefit of the partially sighted
- Stands may be purchased with 'tapping rails' and contrasting bands to help the blind and partially sighted locate them when placed in areas open to the public: suppliers will be able to provide details if required. For the same reason, they may also benefit from the use of textured surfacing to highlight their presence

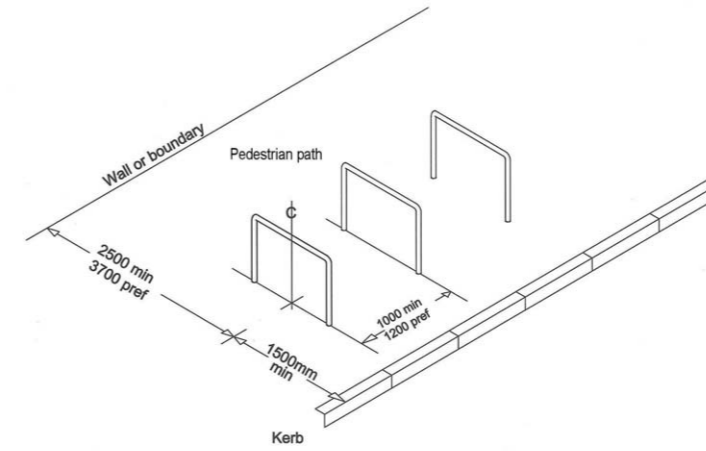
Diagram 1: Basic Sheffield stands



Based on London Cycling Design Standards - A guide to the design of a better cycling environment, TfL 2005.

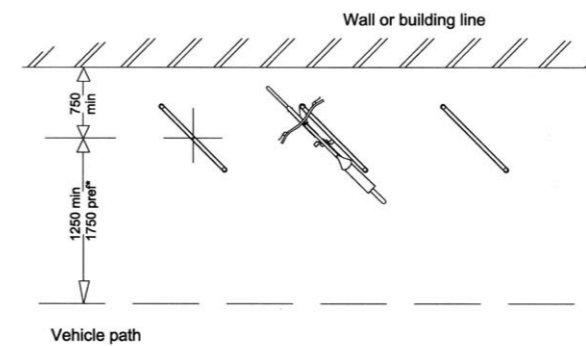
Note: Stands should always be installed in accordance with the manufacturer's instructions.

Diagram 3: Sheffield stands at 90 degrees to pedestrian path and passing vehicles



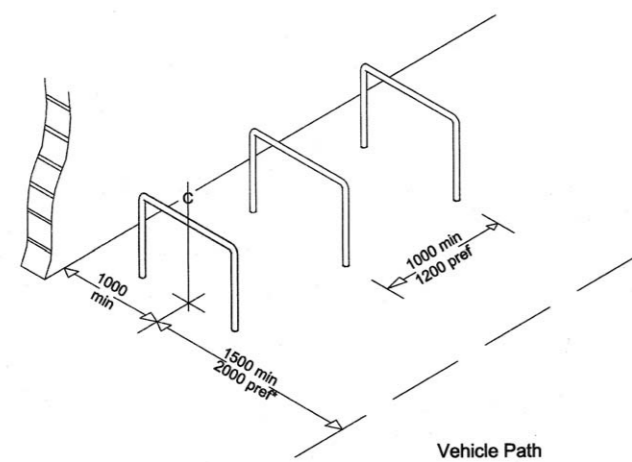
Note: The preferred distance is 2,000mm from passing traffic where there is no kerb.

Diagram 4: Sheffield stands at 45 degrees to wall and passing vehicles



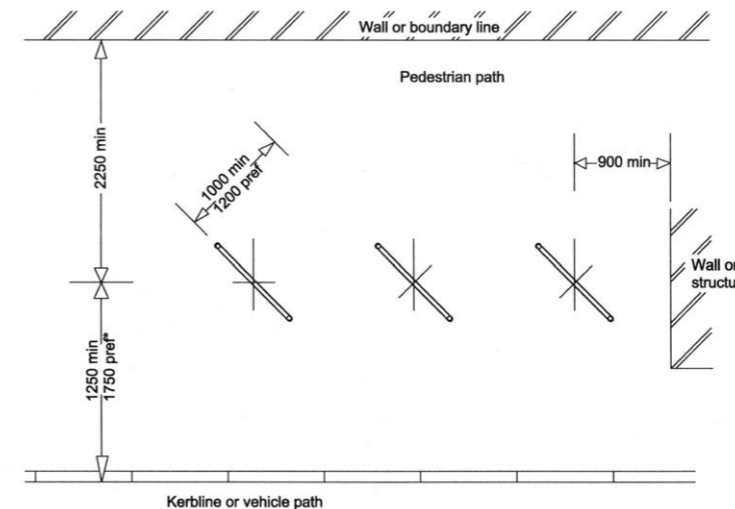
Note: The preferred distance is 1,750mm from passing vehicles. This may be reduced to 1,500mm where a kerb separates the cycle parking from site traffic.

Diagram 2: Sheffield stands at 90 degrees to wall or building line and passing vehicles



Note: The preferred distance is 2,000mm from passing vehicles. This may be reduced to 1,500mm where a kerb separates the cycle parking from site traffic.

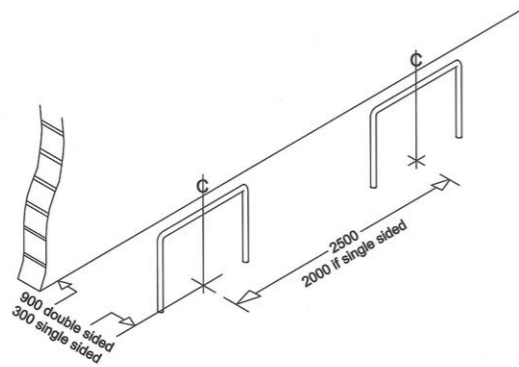
Diagram 5: Sheffield stands at 45 degrees to kerb and pedestrian path





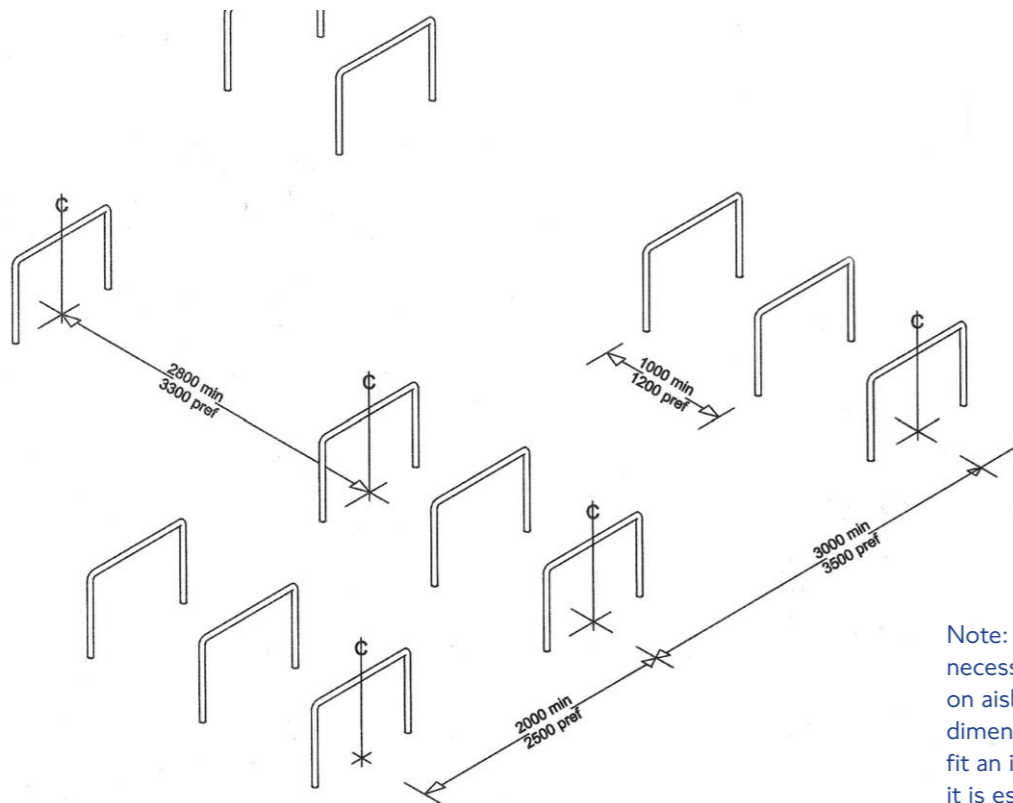
## 7. Do I need to sign it to let people know it is there?

Diagram 6: Sheffield stands parallel to wall or boundary



Note: Distance to wall dimensions also apply when the stand is the last in a line of stands at right angles to the wall (ie each stand is parallel to the wall). The recommended minimum distance quoted allows cyclists to attach their locks more easily. Where single-sided parking along a wall is being considered, a cheaper alternative could be the use of wall bars or rings.

Diagram 7: Aisle widths



Note: Should it prove necessary to compromise on aisle width or any other dimension, for example to fit an irregularly shaped site, it is essential that the proposed layout is tested on-site to ensure that it works in practice (assume bicycle envelope is 1,800mm x 700mm).

Using signs to let potential users know cycle parking is available, or to show them the way to it, is a valuable marketing and promotional tool. Whether it actually needs to be signed will depend upon the scale and layout of the site. As a guide, if there are signs at the site entrance to direct visitors to reception and car parking, then it is likely that signs to the cycle parking are also appropriate. Even if car parking is not signed, the chances are that cycle parking signs will still be helpful, especially if visitors or customers are invited to share employee parking.

Away from the highway (where strict rules apply) organisations may use their own 'house style' which can provide an extra opportunity to show corporate commitment: why not say it loud to make a bigger statement?



### Case study: 'House styles' rule

#### 'Try something new today' - cycle to the shops

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



Clear signage for cycle parking

## 8. What about additional security?

### Natural surveillance and existing security staff

Siting cycle parking where it is overlooked, or where there are lots of passers-by will greatly increase security. Instructing security staff to keep an obvious eye on cycle parking during their rounds will also help as will challenging anyone removing a bike or cycling out of the gate at unusual times of the day. Security staff can keep a look out for any abandoned bikes that need to be removed to free-up parking space. They can also keep smokers away from shelters (use by smokers leaves the parking areas dusty and dirty and creates a negative image).

### Compounds

Placing the parking in a secure compound which only cyclists can gain access to, for example, using shared keys, combination lock or swipe card access, will add another worthwhile layer of security. As explained earlier, covering the compound with a clear material will make users feel more secure, as well as protect parked bikes from the weather, and make cycling to work much more attractive.

If it is not possible to let visitors or customers use the compound, do not forget to provide some additional, free-access parking for them as well. Again, covered stands would be welcomed if they are likely to be on the premises for some time.

If any parking system relies on the use of keys, combinations or swipe cards etc, it is essential that the process of issuing them is managed efficiently so that they may be allocated to new cyclists as soon as possible.

### Lighting and other personal security issues

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

### CCTV

Siting the parking where it can be overlooked by existing CCTV coverage or adding an extra camera can add extra security while minimising its impact on staff resources. Signage may be beneficial to indicate where CCTV is operating, providing reassurance for cyclists and a deterrent for would-be thieves.

### Case study: Keeping an eye on things

#### University of Gloucestershire CCTV

Ensuring that CCTV coverage on the campus also includes cycle parking acts as a positive deterrent to theft and vandalism.



Image taken from control centre monitor







## 9. What else can I provide to support cycle parking?

### Showers

Many people who cycle to work welcome the opportunity to take a shower on arrival, especially if they have travelled some distance. Often, these can be provided at minimal expense by converting space within existing premises (one local authority even went so far as to convert infrequently-used toilet facilities set aside for department heads into unisex showers) or by the installation of purpose-built portable buildings. Given the health benefits of regular exercise, further value can be derived from investment in showers by making them available to those who exercise during the lunch break or after work. To establish the number needed, it is recommended that the level of demand is established through consultation with staff, possibly with the help of the Bicycle User Group (see page 27).

#### Case study: Leading by example (2)

##### Milton Keynes Council

Milton Keynes Council has installed a combined parking and shower/changing/drying facility. Replacing eight car parking spaces with room for covered parking for 32 bikes below the shower block, there is a waiting list to use these top class facilities, even though staff have to pay to use them.



Shower block and cycle parking combined



## Lockers

If there is nowhere else to store personal belongings securely, providing lockers can be very supportive of those cycling to work. They can be used to store pumps, helmets, washing kit and spare clothing etc. This will also avoid unnecessary and unsightly clutter around the workplace, which could be a health and safety issue.

### Case study: Leading by example (3)

#### Nottinghamshire County Council

The county council has staff queuing up to take advantage of the 70 lockers, plus showers, changing, drying and ironing facilities accessed directly from the secure cycle store.

Picture: Nottinghamshire County Council



Note the drying cabinet next to the iron

## Drying facilities, towels, hair driers and irons

Although it doesn't rain as often as commonly thought during the journey to and from work, there will occasionally be a need for cyclists to dry clothing that has become wet during the trip. Rather than have damp towels or clothes stored in lockers or simply hung around where there's space and a through flow of air, the provision of simple drying or airing facilities can make life better for everyone. If there is insufficient room to create a secure, warmed and ventilated room where clothes and towels can hang freely, then the use of a purpose-made drying cabinet may do just as well, especially if the workforce is small.

Providing towels, hair dryers and irons would also be very welcome and a sure sign of a commitment to encouraging cycling.

### Case study: Cottoning on

#### GlaxoSmithKline (GSK)

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



More than enough is just enough

## Other support measures

### Pumps and repair kits

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

### Bicycle User Group (BUG)

Another very useful form of continued support for those who have changed their habits and begun to cycle to work is the formation of a BUG. This can be created from among those staff that are already cycling and are keen to see others doing the same. Not only can they be helpful by publicising the benefits and facilities provided, the members can also provide useful feedback on the effectiveness of measures introduced, such as the need for more cycle parking. If the organisation is taking forward a travel plan, the BUG could provide additional help by consulting with others already cycling to work as well as liaising with the local borough.

As mentioned above, BUGs can keep in touch with fellow cyclists and help them by managing the use of any shared resources such as pumps and repair kits. They can also help employers by running a bike registration scheme. This is a useful way of keeping a record of who rides to work and who owns which bike. Not only is this good feedback for an organisation's travel plan it is also valuable if the owner of an individual bike needs to be identified. This could happen if a

bike is damaged or needs to be moved for some reason, particularly if several businesses share the same site. It also provides a convenient way of introducing new cyclists to the BUG so that contact can be made and maintained.

Even if an organisation is small, just one keen cyclist willing to be involved could make all the difference in encouraging colleagues to cycle to work.

More information on BUGs may be found in the 'Travel Plan Resource Pack for Employers' published by the Department for Transport (DfT) as part of its Transport Energy Best Practice programme. Contact details are at the end of this document.

### Guaranteed ride home

Some potential cyclists may be put off because of fears that they may not be able to get home in an emergency. They might, for example, be concerned that they would be stranded if their bike becomes unridable, especially if the workplace is not near a bike shop or they work shifts. This worry may be overcome by the operation of a scheme that provides a guaranteed ride home. This could be either with a colleague who uses a car for work, the purchase of a bus ticket or even a taxi if the need warrants it. Such emergencies rarely arise so the costs are minimal and, with efficient administration, unlikely to be abused. However, knowing that this level of assistance will be provided if called on will create a level of comfort among employees that will reflect well on any employer.

### Training for staff

Supplying cycle training for staff, or helping them find it for themselves, can be a useful way of encouraging those potential cyclists who might be a little nervous about even attempting to cycle to work. A number of schemes are available and details appear at the back of this document. For those who just need that little bit of extra encouragement, getting the BUG to operate a 'buddy' scheme to show potential cyclists the best routes to work is also a positive step.



### Case study: Providing confidence

#### Epsom and St Helier NHS Trust

The Trust's Cycling Action Plan (part of its travel plan) had identified the need to provide a range of complimentary measures to support staff cycling to work. To meet this need, it developed in-house training courses in conjunction with the cycle training team at the London Borough of Sutton. These had the aim of improving riding skills and road craft among staff to enable them to cycle to work confidently and safely. The feedback from the successful courses included such comments as: 'I thoroughly enjoyed this day', 'I am able to cycle with confidence' and 'It was a good refresher course and I am now cycling to work'.

Picture: Jonathan Burns, Epsom & St Helier NHS Trust



Cycle training in action

### Incentive schemes

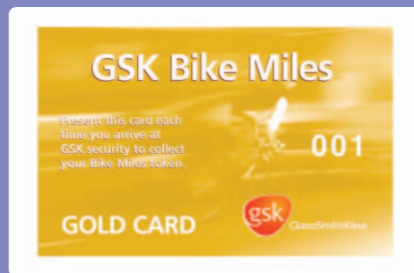
Everyone likes to be rewarded for what they do and cyclists are no exception. A number of incentives can be used to encourage cycling to work. These range from a cheap or, better still, free 'Cyclists' Breakfast' on arrival at work during National Bike Week to discounts on bikes, accessories or clothing by arrangement with a local bike shop. The latter are usually keen to be involved as they will expect to see more business as a result.

Rewarding employees who consistently ride to work can also help overcome the natural resistance to cycling when, for example, the weather is particularly off-putting (see the next case study).

## Case study: Racking up the miles

### GlaxoSmithKline (GSK)

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



Gold is good

### Mileage allowance

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

### Assisted bike purchase schemes and pool bikes

To promote healthier journeys to work and to reduce environmental pollution, the Government has introduced an annual tax exemption which allows employers to loan cycles and cyclists' safety equipment to employees as a tax-free benefit. The details of this scheme are set out in the booklet 'Cycle to Work Schemes' available on the DfT's website. Details, including contacts for a number of businesses who will manage these schemes on behalf of employers, are at the end of this document.

If the site is large, or staff have to make short work-related trips, a supply of pool bikes could increase efficiency and reduce costs compared with providing motor transport. Pool bikes can also form part of any 'get-you-home' support package for car sharers and public transport users, as well as existing cyclists. As a bonus, they can be loaned to staff to enable them to make short trips off site during the lunch hour to shop or take exercise. More information is contained in 'Pool Bikes for Business' available from the Workplace Travel Planning Team at TfL. Contact details are at the end of this document.

To help address the health and safety issues of pool bikes, guidance on checking pool bikes for safety by those using them can be found on the 'Ready to Ride' CD available from TfL's Cycling Centre for Excellence. Contact details are at the end of this document. This CD also includes advice on insurance and an explanation of self-

certification by cyclists to cover the questions raised by the absence of any formal licence being available to demonstrate an individual's ability to ride a bike.

Additional information, including advice on loans, the type of pool bikes to buy and what other equipment to supply is included in the 'Travel Plan Resource Pack for Employers' CD published as part of the DfT's Transport Energy Best Practice programme. Contact details are given at the end of this document.

Alternatively, it may be worthwhile considering leasing a bike to individuals or giving loans to staff to enable them to buy their own bikes. Such loans could be combined with public transport season tickets to enable staff to make longer journeys, perhaps as the result of having bought a folding bicycle. As a further alternative to leasing bikes, advantage could be taken of one of the bike hire rental networks that are appearing in London. These allow the hire and return of a bike using a mobile phone and are based at key locations such as Tube stations, public buildings and some car parks. Contact details are at the end of this document.

### Publicity

If the measures outlined above are to be effective, everyone in an organisation must know about them. To make sure this happens they should be the subject of the broadest possible publicity. This can take many forms ranging from a simple poster on a notice board to extensive coverage within the travel plan element of the organisation's intranet

site. Every opportunity should be found to make new measures (and even old ones) 'newsworthy' to encourage staff to find out more about what is on offer or spread the word through discussion with colleagues.

Additionally, events such as the annual National Bike Week can help to provide a focus for activities to assist your promotion of cycling. Contact details for National Bike Week can be found in Appendix 3.

## Case study: Ask someone who knows

### Oracle Corporation UK Ltd

Oracle Corporation UK Ltd has 36 'ORABIKES' available on free loan to its 2,500 staff based at its Thames Valley Park headquarters on the outskirts of Reading. The bikes are all mountain bikes and can be used for travel between buildings, for recreational rides to Reading and surrounding villages, and lunchtime trips. The bikes are lease-purchased from a local cycle retailer, with maintenance included within the lease costs. The bikes are painted in Oracle corporate livery.

From: Travel Plan Resource Pack for Employers, DfT



## 10. That covers my employees, what about my customers and visitors?

At the beginning of this document the point was made that cyclists spend more when shopping locally than motorists do. Providing cycle parking for customers is, therefore, potentially well worthwhile. It also helps that the principles and layouts that need to be applied are the same whether for public or staff use. For example, it would be best if cycle parking is sited close to the front door, signed if necessary and covered if users are to be there for some time (especially if shared by staff). However, if the area is open to the public, remember the needs of those who are mobility or visually impaired.

### Case study: Doubly exercised

#### The Plaza Gym, Oxford Street

Customers and staff alike make the most of the opportunity to hang their bikes in the loading bay right next to the entrance to the building.



Warm up on the way to the work out



## 11. Can I get any help to pay for cycle parking?

The good news is, yes, help is available. The first comes in the form of the 'Take a Stand' scheme that provides employers with free cycle stands. This is run by TfL with the aim of encouraging local businesses to provide cycle parking for their employees. For more information, contact the Workplace Travel Planning Team at TfL. Details are at the end of this guide.

In addition, TfL is also offering organisations that draw up travel plans:

- Up to £1,000 match funding for facilities including showers, lockers and drying facilities
- Trade price Raleigh bicycles, parts and accessories for pool cycle facilities

If an organisation does not already have a travel plan, free advice is available on how to produce one. As previously, contact the Workplace Travel Planning Team at TfL for more information.

Finally, every year TfL provides funding for cycle parking to each of the London boroughs as part of their Borough Spending Plans. If there is no room for cycle parking within an organisation's premises, there may still be an opportunity to place it on-street nearby. If this is the case, the borough will meet all of the cost if a solution is available. To discover what can be done, contact the person responsible for cycling at the local borough.

### Case study: Splashing out

#### Maintel, Waterloo

Match funded by TfL on completion of the company's travel plan, the provision of a shower within a busy office has made all the difference to those who cycle to work and those who exercise after work.



Cleaning up in the telecoms world

## 12. Where can I go for additional help and guidance?

The Workplace Travel Planning Team at TfL can put organisations in touch with all the right people, such as the local borough travel plan coordinator who will be able to provide even more information. This will include such things as where to get maps and guides to local cycle routes and even a cycle Journey Planner on the TfL website. They will also be able to identify other worthwhile borough contacts who might be able to do even more to assist you. For example, the cycling officer

may be able to provide additional tips on how staff can cycle more comfortably or safely by using particular routes and cycle facilities in the area, and even connect them to an organisation's premises.

A useful list of contacts, and the help they might be able to offer, is included at the back of this guide.



## 13. Once I've done all that can I forget it?

Any organisation that has done everything suggested in this guide can be very proud of itself. However, to get the maximum value out of any investment there are two more simple things that come highly recommended.

Firstly, cycle parking should only require minimal maintenance but it is important to regularly check to see how frequently it is being used, whether the users are happy with it and if more is needed. As explained earlier, this can be done with the minimum of effort by involving the BUG.

Secondly, TfL would be very pleased to hear about any new success story so that the lessons learned may be shared with others. To spread the good news, please contact the Workplace Travel Planning Team: it would be only too pleased to be able to mention your achievements in future editions of this guide.

## Appendix 1: Cycle parking manufacturers

Name	Website	Email	Telephone
Bike Parking and Security Association (BSPA)	<a href="http://bpsa.info">bpsa.info</a>	<a href="mailto:peter.gazey@bikesec.co.uk">peter.gazey@bikesec.co.uk</a>	020 8671 4483
Autopa Ltd*	<a href="http://autopa.co.uk">autopa.co.uk</a>	<a href="mailto:info@autopa.co.uk">info@autopa.co.uk</a>	01788 550556
BikeAway Ltd*	<a href="http://bikeaway.com">bikeaway.com</a>	<a href="mailto:info@bikeaway.com">info@bikeaway.com</a>	01752 202116
Broxap Ltd*	<a href="http://broxap.com">broxap.com</a>	<a href="mailto:enquiries@broxap.com">enquiries@broxap.com</a>	0870 850 8683
Cyclepods	<a href="http://cyclepods.co.uk">cyclepods.co.uk</a>	<a href="mailto:info@cyclepods.co.uk">info@cyclepods.co.uk</a>	020 8249 6033
Cycle-Works Ltd*	<a href="http://cycle-works.com">cycle-works.com</a>	<a href="mailto:info@cycle-works.com">info@cycle-works.com</a>	02392 815555
Dixon Bate Ltd*	<a href="http://dixonbate.co.uk">dixonbate.co.uk</a>	<a href="mailto:sales@dixonbate.co.uk">sales@dixonbate.co.uk</a>	01244 288925
Falco*	<a href="http://falco.nl/uk">falco.nl/uk</a>	<a href="mailto:sales@falco.co.uk">sales@falco.co.uk</a>	01538 380080
Freedom City Ltd	<a href="http://freedomcity.com">freedomcity.com</a>	See website	0845 838 6321
Furnitubes International Ltd	<a href="http://furnitubes.com">furnitubes.com</a>	<a href="mailto:sales@furnitubes.com">sales@furnitubes.com</a>	020 8378 3200
Gear Change	<a href="http://gear-change.co.uk">gear-change.co.uk</a>	<a href="mailto:enquiries@rollalong.co.uk">enquiries@rollalong.co.uk</a>	01202 824541
Lock It Safe Ltd	<a href="http://lockit-safe.co.uk">lockit-safe.co.uk</a>	<a href="mailto:info@lockit-safe.co.uk">info@lockit-safe.co.uk</a>	01472 346382
Theme Bins International Ltd*	<a href="http://themebins.co.uk">themebins.co.uk</a>	<a href="mailto:themebins@btconnect.com">themebins@btconnect.com</a>	01924 217717
Sekura-byk	<a href="http://sekura-byk.co.uk">sekura-byk.co.uk</a>	<a href="mailto:sales@sekurabyk.com">sales@sekurabyk.com</a>	01603 620720
Urban Engineering	<a href="http://urbanengineering.co.uk">urbanengineering.co.uk</a>	<a href="mailto:sales@urbanengineering.co.uk">sales@urbanengineering.co.uk</a>	01704 540405
Vekso Street Design Ltd	<a href="http://vekso.co.uk">vekso.co.uk</a>	<a href="mailto:info@vesko.co.uk">info@vesko.co.uk</a>	01622 609000

\*Indicates members of BPSA

Note: other cycle parking manufacturers are available



## Appendix 2: Cycle parking standards for new developments

(From 'Cycle Parking Standards - TfL Proposed Guidelines', TfL Cycling Centre of Excellence)

Land Use category	Location	Cycle Parking Standards	*Minimum two spaces
A1	Shops	Food retail	Out of town 1/350m <sup>2</sup> * Town centre/Local shopping centre 1/125m <sup>2</sup> *
		Non-food retail	Out of town 1/500m <sup>2</sup> * Town centre/Local shopping centre 1/300m <sup>2</sup> *
		Garden centre	1/300m <sup>2</sup> *
A2	Financial and professional services	Offices, business and professional	1/125m <sup>2</sup> *
A3		Pubs, wine bars	1/100m <sup>2</sup> *
		Fast food takeaway	1/50m <sup>2</sup> *
		Restaurants, cafes	1/20 staff for staff + 1/20 seats for visitors
B1a	Business	Business offices	1/250m <sup>2</sup> *
B1b		Light industry	1/250m <sup>2</sup> *
B1c		R&D	1/250m <sup>2</sup> *
B2-B7	General industrial		1/500m <sup>2</sup> *
B8	Storage and distribution	Warehouses	1/500m <sup>2</sup> *
C1	Hotels	Hotels	1/10 staff
		Sui generis hostels	1/4 beds
C2	Residential institutions	Hospitals	1/5 staff + 1/10 staff for visitors
		Student accommodation	1/2 students
		Children's homes, nursing homes, elderly people's homes	1/3 staff
C3	Dwelling house	Flats	1/unit
		Dwelling houses	1/1 or 2 bed dwelling, 2/3+ bed dwelling
		Sheltered accommodation	1/450m <sup>2</sup>
D1	Non-residential institutions	Primary schools	1/10 staff or students
		Secondary schools	1/10 staff or students
		Universities, colleges	1/8 staff or student
		Libraries	1/10 staff + 1/10 staff for visitors
		Doctor, dentist, health centres, clinics	1/50 staff + 1/5 staff for visitors
D2	Assembly and leisure	Theatres, cinema	1/20 staff for staff + 1/50 seats for visitors
		Leisure, sports centres, swimming pools	1/10 staff + 1/20 peak period visitors
Transport	Train stations	A Central London termini	1/600 entrants
		B Zone 1 interchanges	1/1000 entrants
		C Strategic interchanges	1/600 entrants
		D District interchanges	1/200 entrants
		E Local interchanges	Upon own merit
		F Zone 1 non-interchanges	1/200 entrants
		G Tube termini/last three stations	1/150 entrants
Transport	Bus stations		1/50 peak period passengers

## Appendix 3: Useful contacts Advice

Who	What for	How
Bike for All	Website containing links to everything you could wish to know about cycling including cycling to work.	bikeforall.net
Cycling Tourist Club (CTC)	The UK's national cyclists' organisation provides information on a broad range of cycling issues and also operates the National Cycle Training Helpline.	0870 873 0060 cycling@ctc.org.uk ctc.org.uk
Cycling England	A national body which co-ordinates the development of cycling across England.	info@cyclengland.co.uk cyclengland.co.uk
Department for Transport (DfT)	Information on a range of cycling and sustainable transport issues including travel plans, cycle parking and tax-exempt bike purchase schemes.	dft.gov.uk
Company of Cyclists – BikeWorks service	Helps organisations address cycling issues in a practical manner.	01904 778080 info@compofcyclists.demon.co.uk companyofcyclists.com
London boroughs	Each local city or borough can offer help and advice on a range of cycling issues including cycle parking in the highway and local cycle routes.	Listed on direct.gov.uk or borough website
London Cycling Campaign (LCC)	Advice on cycling in London and cycling in general – everything from buying a bike to maintenance, training and bike security. By joining the Corporate Affiliation Scheme, employees are entitled to reduced LCC membership including third party insurance and free advice and information.	020 7234 9310 lcc.org.uk
London Cycle Network (LCN+)	On line mapping of cycle routes.	londoncyclenetwork.org
National Bike Week	Advice on how to plan events to promote cycling during the annual celebration of cycling.	0845 612 0661 HQ@bikeweek.org.uk bikeweek.org.uk
Sustrans	Provides useful information on cycle parking, active travel programmes plus cycle routes and online maps.	0845 113 0065 info@sustrans.org.uk sustrans.org.uk
TfL: Street Management (including Cycling Centre for Excellence)	Useful information on how to get around London including a Journey Planner for cyclists and a range of published route guides.	0845 305 1234 cycling@streetmanagement.org.uk tfl.gov.uk/cycles
TfL: Travel Demand Management (including Workplace Travel Planning Team)	Advice on all things to do with travel plans, the materials referred to in this document and the latest position on everything you need to know about cycling to work.	worktp@tfl.gov.uk

## Useful contacts (cont.)

### Training

Who	What for	How
Cycling Instructor	Provides confidence building training courses for new and returning cyclists. Sessions are on a one-to-one basis, on routes to or from the workplace.	0845 009 5730 info@cyclinginstructor.com cyclinginstructor.com
Cycle Training UK	Provide confidence building training courses for new and returning cyclists. Sessions are on a one-to-one basis, on routes to or from the workplace. On-site services and maintenance courses are also available.	020 7582 3535 info@cycletraining.co.uk cycletraining.co.uk
Life Cycle UK	Adult cycle training course for individuals and organisations and advice on becoming a cycle friendly employer.	0117 929 0440 post@lifecycleuk.org.uk lifecycleuk.org.uk
London School of Cycling	Provides confidence building training courses for new and returning cyclists. Maintenance courses are also available.	020 7249 3779 londonschoolofcycling.co.uk

## Useful contacts (cont.)

### Bike discounts, rental schemes and pool bikes

Who	What for	How
Evans Cycles	Offers a free and fully managed Privilege Card Scheme to employers that demonstrate a commitment to encouraging cycle use among staff. The scheme offers a 10 per cent discount on all non-sale items (in store, via mail order and via website), promotional support, servicing and supply of pool bikes at preferential rates.	01293 574923 benhart@evanscycles.com evanscycles.com
DialABike	Offers a rental scheme for foldable bikes (which can be folded and carried on public transport), for employers wishing to try out cycling in London.	020 7233 4224 dialabike.ltd@btconnect.com
London Bicycle Tour Company	Offers a fully managed pool bike scheme which includes bikes, insurance and maintenance.	020 7928 6838 mail@londonbicycle.com londonbicycle.com
OYBike	Operates a street-based rental station network at key locations in London that permits the hire and return of a bicycle via your mobile phone.	0845 226 5751 info@oybike.com oybike.com
Sold Secure	Non-profit organisation offering advice on the best forms of cycle lock.	soldsecure.com
Butterworth Insurance Services (Godalming Ltd)	Researching policies to cover pool bike theft/loss.	0870 873 0067 info@butterworthinsurance.co.uk butterworthinsurance.co.uk
Environmental Transport Association	Provides a theft insurance policy which can be used for cycles within a bike pool.	0800 212 810 eta@eta.co.uk eta.co.uk
Pool Bikes Policy	Provides insurance for pool bikes.	cycleinsurance.info

# Useful contacts (cont.)

## Tax-exempt bike purchase schemes

Who	What for	How
Boost	Assists with operating cycle purchase scheme.	boost.uk.com
Cyclescheme	Works with local bike shops.	01225 448933 cyclescheme.co.uk
Evans Cycles	Website also includes a useful guide to how much money can be saved through the scheme.	01293 574923 benhart@evanscycles.com evanscycles.com/ride2work
Halfords	National retailer.	08700 660511 halfordsb2b.com/bikes4work-schemes.asp

## Cycling services

Zero – cycle couriers	Cycle couriers offering a delivery service for letters and parcels up to 100kg. They can be quicker in central London than conventional couriers and a 10 per cent discount is offered for the first 30 days after opening an account.	info@workbike.org workbike.org
Darwin's Deli	A cycle catering service delivering top quality sandwiches, salads and snacks to employers across the Capital. There are 12 stores throughout central London.	0870 731 6666 info@darwinsdeli.co.uk darwinsdeli.co.uk
Re-rolling	A mobile puncture repair service which offers rapid-response for central London, especially within the Congestion Charge zone.	020 7940 0346 re-rolling@breathe.com

## Other

National Bike Week and Bike2Work	It may be useful to tap into the energy that goes into these national week-long celebrations of cycling every year, including the free insurance that covers registered events.	0845 612 0661 HQ@bikeweek.org.uk bikeweek.org.uk
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# Appendix 4: Useful documents

What	Why	Who from
Business Travel Plans (available on CD)	Useful guidance on travel plans including information about the range of help and resources available.	SWELTRAC Partnership 020 8831 6316 sweltrac.org.uk
Cycle Friendly Employers' Guide	Good source of guidance on encouraging cycling work, BUGs, sample cycle surveys and contacts.	Life Cycle UK 0117 929 0440 post@lifecycleuk.org.uk lifecycleuk.org.uk
Cycle Parking (downloadable PDF)	Leaflet with useful tips.	CTC and Sustrans ctc.org.uk sustrans.org.uk
Cycle to Work Schemes (downloadable PDF)	Definitive advice on tax exempt bike purchase.	Department for Transport dft.gov.uk
Developing and implementing travel plans: a good practice guide for the NHS in London	Source of good practice for developing travel plans for the NHS across London.	TfL (Travel Demand Management) worktp@tfl.gov.uk
Pool Bikes for Business	Practical guidance on setting up a workplace bike pool.	TfL (Travel Demand Management) worktp@tfl.gov.uk
Ready to Ride? (available on CD)	Both pool bike users and bike fleet operators will benefit from this guide to safety checks on bikes. Also goes towards meeting statutory health and safety requirements.	TfL (Travel Demand Management) worktp@tfl.gov.uk
Traffic Advisory Leaflets (TAL)	Supply and demand for cycle parking (TAL 7/97). Key elements of cycle parking (TAL 5/02). Cycle parking - examples of good practice (TAL 6/99).	Department for Transport 020 7944 2478 TAL@dft.gsi.gov.uk dft.gov.uk
Travel Plan Resource Pack (available on CD)	Comprehensive information pack covering all issues relating to travel plans.	Energy Saving Trust 0845 602 1425 est.org.uk



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