



Department
for Transport



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A moment of change

Guidance for local
authorities on
promoting an active
return to work



Photo credit: Hampshire County Council



Photo credit: Centre for Ageing Better

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Introduction

The Department for Transport (DfT) recognises that as a result of the coronavirus pandemic (Covid-19), there is a rare, national ‘**moment of change**’ providing for the opportunity to promote cycling and walking uptake as restrictions begin to ease and people start going back to work.

This return to the workplace coincides with the DfT’s introduction of the 2021/22 Capability Fund, a revenue funding stream allocated to all local authorities in England, outside of London, to help them plan for good quality active travel infrastructure and to support behaviour change programmes encouraging active travel for access to employment, education and training. The Capability Fund supports the commitment made in **Gear Change**, the Prime Minister’s Cycling and Walking Plan in July 2020, to increase the capabilities of local authorities, and is the larger successor to the Access Fund, which was limited to around 25 local authorities between April 2017 and March 2021.

This Guidance Pack is targeted to those local authorities who may have done very little or no workplace travel behaviour change over the last few years due to funding limitations, but there are tips and case studies here that may interest all authorities. It draws upon the experience of those local authorities who have had longevity of revenue funding and who have, therefore, tried and tested approaches to designing and implementing workplace programmes. This experience has been collected through research interviews carried out with 19 local authorities and 10 delivery providers and consultants, informing our understanding of what local authorities have found to be most effective. The research phase also involved an additional eight interviews with local authorities with limited funding available for Active Travel, to gain insight into what elements the Guidance Pack could include which would be most useful to them.

Appendix 1 gives details of all organisations interviewed as part of the research phase.

The Guidance Pack also highlights recommendations made by the Behavioural Insights Team (BIT) in their **Moment of Change Scoping Study report**, prepared for the DfT in November 2020. This report places ‘Cycle to Work’ as one of the top three policy options to focus on as we come out of the pandemic:

“

‘Cycle to Work: Encouraging more employers to adopt and offer the cycle to work scheme and encouraging more employees to sign up to the scheme. Within this, focusing on increasing uptake amongst a more diverse range of employers and employees is important’. ”

The DfT commissioned Sustrans to undertake the research stage and to develop this Guidance Pack. The guidance focuses on cycling, to align with the BIT recommendation, however it also includes examples of successful walking interventions. Sustrans is a UK-wide charity, whose mission is to make it easier for people to walk and cycle. Sustrans’ vision is of a society where the way we travel creates healthier places and happier lives for everyone. As well as being custodians of the National Cycle Network, Sustrans also delivers behaviour change programmes for local authorities, and advises on best practice walking and cycling solutions, including working collaboratively with communities and local authorities to create liveable neighbourhoods.

Photo credit: J Bewley/photojB



Seizing this moment of change

The way that we all work has been disrupted by Covid-19 and the world of work has potentially changed forever. Many people have had to work from home and it is likely that many will continue to do so more after restrictions have been lifted, with a blend of home and workplace likely to become much more common. DfT transport data detailing the change in transport use during the first UK lockdown has shown that cycling levels rose by up to 300% on some days. In addition, data from the Bicycle Association revealed that, for the same period, bicycle sales increased by 63%.

The UK government is bringing forward the current target for reducing carbon emissions by 15 years, to cut them by 78% by 2035, based on 1990 levels. The commitment is a world-leading position, and to meet it, people will need to change their lifestyles, driving less and walking and cycling more.

This national moment of change provides the perfect opportunity to promote cycling to work, and now is the time to take action. The BIT **Moment of Change Scoping Study report** highlights:

“

While working from home or while on furlough, many people have had new experiences, or changed perspectives on their lifestyle and travel habits. We can harness new motivations such as a desire to get fit; to spend more time outdoors; and to maintain the financial benefits of not commuting.”

The DfT's new Capability Fund provides active travel revenue funding for local authorities to enable the delivery of behaviour change programmes linked to the implementation of infrastructure. For example, cycle hire schemes, business grants, travel planning support, cycle skills, engagement activities, led rides, marketing campaigns, and measures to tackle inclusion and accessibility barriers to traditionally excluded groups such as Disabled people, older people and Black and Minority Ethnic communities.

The next Spending Review is expected to provide a multi-year settlement.

With government bringing stricter targets into law, committing to increase the capabilities of local authorities to plan good active travel infrastructure, and providing revenue funding through the Capability Fund for behaviour change initiatives; alongside us being in a national moment of change due to the pandemic; it is the perfect time to plan and deliver innovative and impactful programmes, which can help reduce the likelihood of people returning to their 'old normal' but less desirable travel habits.



1. Developing a behaviour change programme

The case for active travel on the work journey

It is well established that active travel to work provides some great outcomes for local authorities, workplaces and individual employees, and this is well-evidenced.

- **Health:** active travel to work has been proven to increase physical activity and improve wellbeing
- **Transport:** removing car journeys at key commuter times, and other times of heightened demand, contributes to reduced congestion
- **Environmental:** reduced car travel means reduced carbon emissions and improved air quality
- **Economic:** healthier employees are more productive, taking fewer sick days; active travel interventions support direct job creation; and there are personal savings for individuals who switch from motorised transport
- **Social connection with neighbourhood:** which can help reduce loneliness for some people.

Useful resources:

Active Travel Toolkit: Making the Economic Case for Active Travel
Travel Demand Management Toolkit: Managing Network Demand

Appendix 2 sets out some further messaging and evidence for different audiences to support the case for a workplace behaviour change programme.



Accessing funding for behaviour change programmes

In July 2021 the DfT announced a new local authority Capability Fund to replace the Access Fund. It supports the commitment made in **Gear Change, A bold vision for cycling and walking**, to increase the capabilities of local authorities to plan good active travel infrastructure, including building more expertise and undertaking more evidence-based planning.

The Capability Fund at a glance

- Is larger than the Access Fund*
- Can be used for traditional behaviour change initiatives, where linked to improvements in infrastructure
- Funding depends on adherence to standards, for example to **LTN 1/20 Cycle infrastructure design**
- Authorities are expected to monitor and evaluate the impact of schemes and will be required to report back to the DfT on progress and share evaluation findings
- Further revenue funding has been allocated to bodies such as the Bikeability Trust, Sustrans, Living Streets and Cycling UK

* Some authorities which have received funding purely for behaviour change in the past may see reductions in revenue funding.

The Capability Fund objectives

- To support the development of infrastructure projects to the new standards set out, including updating previous plans, for example, Local Cycling and Walking Infrastructure Plans (LCWIPs)
- To promote increased levels of physical activity through walking and cycling for everyday journeys
- To support access to new and existing employment, education and training.

Other sources of funding

There are many other sources of funding which local authorities can apply for, and many of these regularly change with new government budgets and priorities. Further information can be found at [activetravel.org.uk](https://www.activetravel.org.uk)

- Clean Air Fund / Air Quality Grant
- Local Growth Fund
- Highways England designated funds
- Public health funding
- Local Implementation Plans (LIP) in London
- Road safety
- Community Infrastructure Levy (CIL)
- Section 106
- Levelling Up Fund
- Transforming Cities
- Active Travel Fund

Commissioning approaches

While local authorities can deliver behaviour change programmes in-house, the DfT also encourages authorities to collaborate with local businesses and charities to develop and deliver initiatives to support funding objectives.

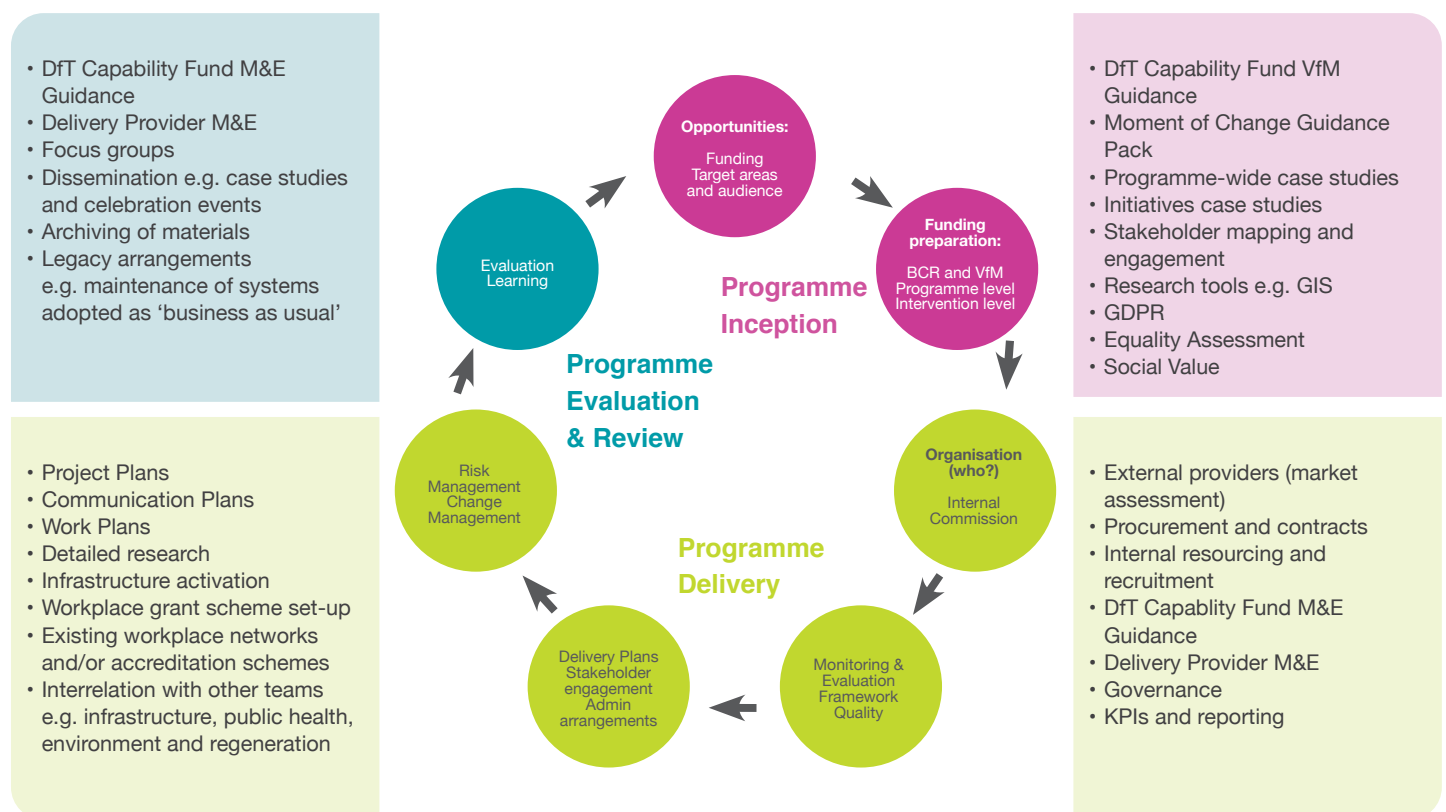
Many local authorities prefer using a mix of in-house delivery and external delivery providers. Some external providers offer direct delivery, and others can offer a mixture of delivery, service management, subcontracting and programme coordination across multiple authorities.

Procurement processes for commissioned services can vary. In **Appendix 3** there are some tips for applying for funding and some things to consider regarding procurement. Quality and value for money are key considerations in commissioning services.

Shaping the programme

Early stage programme development and planning time is critical. While there may be some 'quick wins' or 'off the shelf' products, taking the time to plan each of the programme stages using available project management framework tools and methods will help increase the likelihood of successful implementation. The flow diagram below highlights the key stages of workplace behaviour change programme development, together with some suggested ideas of what to consider and what tools to use during each stage.

Flow chart of workplace behaviour change programme development





Data-driven approach

Many local authorities use a data-driven approach when planning programmes; including economic data, geographical data and transport data. Data sources which local authorities have highlighted as useful include:

- Local Transport Plan strategic objectives
- Health Economic Assessment Tool (HEAT)
- Local Cycling and Walking Infrastructure Plans (LCWIPs)
- Active travel appraisal
- Traffic movements
- Automatic Number Plate Recognition (ANPR) analysis
- Air quality hotspots
- Pulse maps
- Geographic Information System (GIS)
- Postcode data targeting journeys less than 5km
- Size of business and proximity to infrastructure
- Areas of deprivation, health, access to employment
- Workplace survey data
- Health based approach (travel personas)
- Marketing analytics.

Reaching out and engaging with others

The flow diagram ([see previous page](#)) highlights stakeholder engagement and interrelation with other council teams. External and internal engagement and collaboration is critical - it can significantly add value to programme delivery, and co-designing with others will lead to improved buy-in as well as new ideas and ways of delivering. Local authorities highlighted that they typically work with the following:

- Infrastructure team, to maximize the opportunities for capital and revenue
- Public health team
- Road safety team
- Economic and regeneration team
- Climate change/ sustainability team
- Public transport providers
- Business support agencies
- Business improvement districts
- Business park management companies
- Employment providers and training organisations.

Photo credit: Sustrans

Behaviour change models

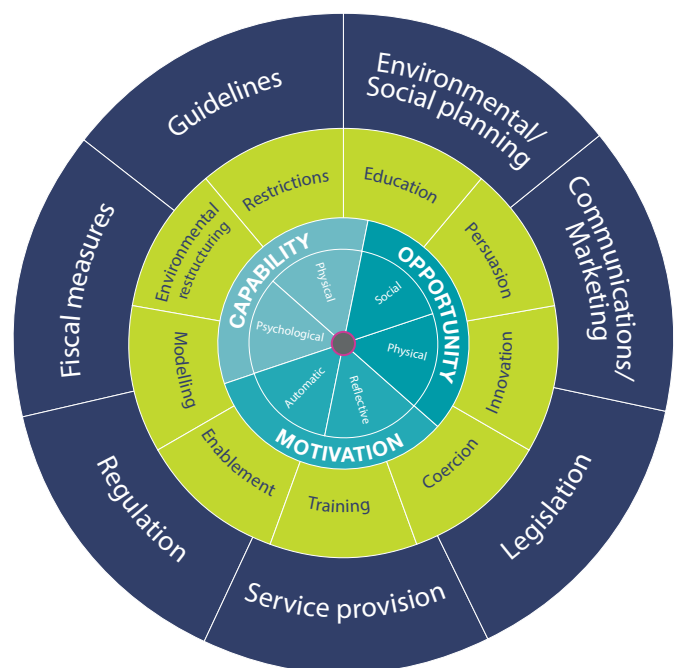
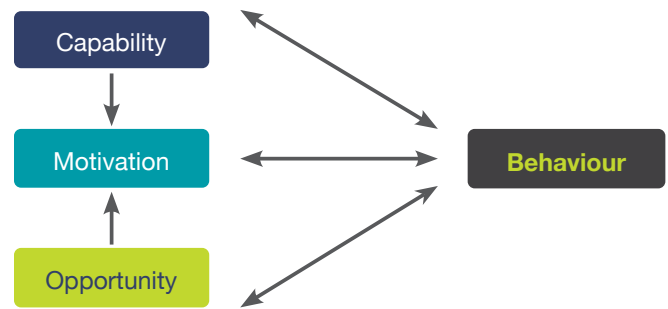
In terms of identifying the combination of interventions that will be effective, behaviour change models can be a helpful guide. There are different theoretical models which have been developed to understand what makes an effective behaviour change programme.

COM-B and the behaviour change wheel

The BIT applied the COM-B model (Mitchie et al. 2011) to understand all the factors necessary to achieving behaviour change towards more cycle commuting. Capability, opportunity, motivation, leading to behaviour change (COM-B) recognises that these three elements interact, with one or more needing to change to make lasting behaviour change possible.

1. Capability is the psychological and physical ability to perform a behaviour. In the case of cycling, it would be the capability for an individual to ride a cycle. This could relate to physical fitness, riding skills and knowledge, but also to people's attitudes towards cycling and any perceptions of fear holding them back.
2. Opportunity relates to factors that are external to an individual. This could be physical factors, such as whether or not someone has good access to a cycle in a rideable state; access to a cycle suitable to their needs; and also to social opportunities, such as a culture of cycling in the workplace or bicycle user groups for support.
3. Motivation relates to the ways in which people's motivation to change their habits affect their behaviour. The range of influencing factors is large, and can be divided into reflective, for example, whether they have plans to make a change; and automatic, do they want to do it enough?

A schematic representation of the interaction between these factors is the 'behaviour change wheel', which can be used to categorise where different types of intervention lie within the model.



Policy categories
 Intervention functions
 Sources of behaviour

Image credit – Implementation Science, 2011

The Department for Environment, Food & Rural Affairs Four Es Model

This model focuses on the need to enable, encourage and engage people and communities, and recognises that government needs to lead by example. The diagram below sets out what the elements under each of these headings could comprise.

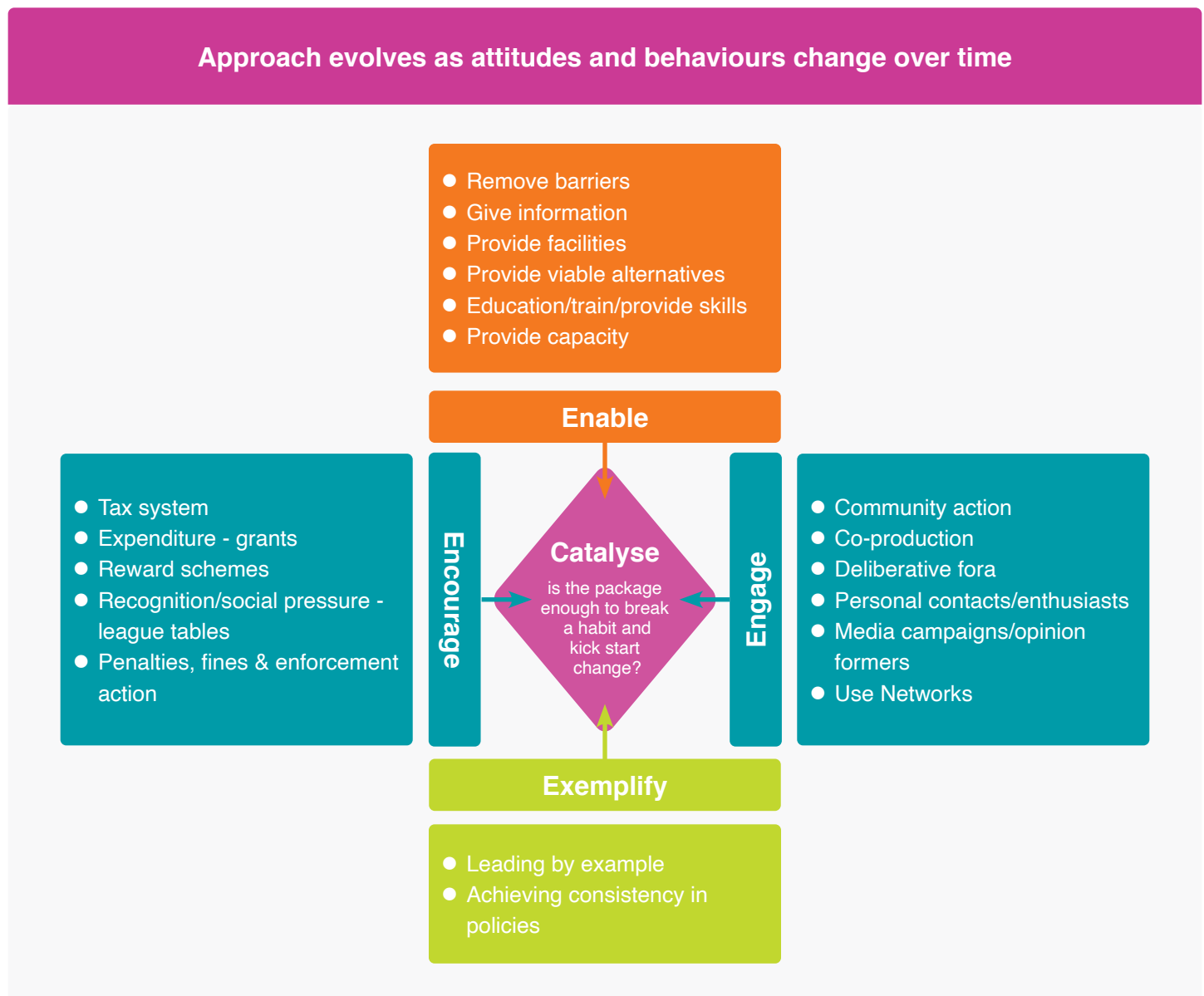


Image credit – Defra (March 2005)

EAST – Four simple ways to apply behavioural insights

Designed by the Behavioural Insights Team, the **EAST model** highlights that in order to encourage a behaviour it needs to be made Easy, Attractive, Social and Timely.

The above behaviour change models point to the importance of considering interventions which target different levers for change. It is worth exploring whether the behaviour change programme you are developing has covered the key levers and whether there are any important gaps that can be filled.

As well as using behaviour change models to guide programme development, there are also some key approaches to behaviour change that have been used to good effect, such as Motivational Interviewing and Nudge theory.



Targeting the work

Considering how best to target interventions can lead to maximum impact and it is important to decide where and who to target. Geographic Information Systems (GIS) are a useful starting point for planning where to target, and it is worth finding out what datasets you already have access to. By overlaying data you can build up a picture of areas where key factors coincide, then targeting workplaces that align with these areas.

It is also important to align with wider local authority objectives such as local growth and health inequalities, while recognising that funding limitations may drive prioritisation of target groups and geographical areas.

Through our research we found that the majority of local authorities target both employers and employees, alongside recognition that you need senior management support to change culture. A wide variety of techniques are used to encourage a workplace to engage in the first place, including cold calling and email contact, as well as social media such as LinkedIn, but by going to existing networks, forums and business groups, it is much easier to speak to an already engaged audience.

Types of workplace

There are some types and size of workplace that can be particularly receptive to interventions and which can be a promising place to start. Large organisations including hospitals, local authorities and universities can prove successful, and business parks also offer a good opportunity. See case study section in [Appendix 7](#).

Combining behaviour change and infrastructure

The biggest impact across all outcomes is demonstrated where good and safe infrastructure is supported by behaviour change interventions to promote active travel. [Finding the Optimum: Revenue / Capital Investment Balance for Sustainable Travel](#) report to DfT found that a proportion of revenue funding in the range of 20-40% seemed capable of delivering high Benefit Cost Ratios (BCR). [The Impact of Local Sustainable Transport Fund: Synthesis of Evidence report](#) calculated that the LSTF large capital and revenue projects were high value for money, with a BCR that was above 5.



For everyone

Active travel can and should be for everyone. Research clearly indicates that there are real opportunities to increase inclusivity and address inequity through active travel. This can help support local strategies around transport poverty, gender and race inequalities and accessibility.

Many people are currently excluded from active travel – the **Sustrans and Arup Cycling for Everyone report** found that 85% of people aged over 65, 78% of Disabled people, 76% of women, 75% of people at risk of deprivation, and 74% of people from ethnic minority groups never cycle. The research also showed that a third of women and a third of Disabled people who do not cycle would like to start; and among people of ethnic minorities, that number was even higher at 50%. Huge gaps in the diversity of people commuting by active travel remain and the report found that whilst differences exist between demographic groups, many of the barriers are shared.

Many of the actions identified in the report are relevant to a workplace engagement context – these are outlined below.

Improve consultations to be more representative

- Consultations should be accessible – they should be visual, in accessible formats, engaging and avoid weighty, long, technical documents
- Ensure demographic questions, including disability, are asked in order to understand who is responding and take action to boost responses from groups who are under-represented
- Ensure consultations are genuine and proactive – do not ask people to contribute and then ignore their views, and approach different communities rather than wait for their views.

Employ other engagement techniques for better representation

- Conduct surveys as they can ensure a representative sample of people are listened to
- Use focus groups or citizens' assemblies to allow a more representative sample of people to explore an issue in depth
- Ensure focus groups include underrepresented communities such as disabled, LGBTQ+, and/or people of diverse race and ethnicity
- Recruit advisory panels that are representative of all residents or marginalised groups, to provide advice and guidance for local decision making
- Digital engagement can be effective to engage some groups, including younger adults
- Use a range of channels to reach people through existing networks and social media, alongside more traditional engagement methods such as pop-up events, posters and leaflets.

Language and imagery

The language and imagery around active travel is strongly associated with identity, making it attractive to those who 'fit' with this perceived identity, whilst alienating many others. Ensuring all language and imagery used for project materials and communications will help to increase representation and reduce alienation of under-represented groups. **Appendix 4** includes a table outlining simple language adaptations which can support a more inclusive approach.



Best practice for inclusivity for Disabled people

Wheels for Wellbeing's **Guide to Inclusive Cycling (2020)** is a thorough guide on the basic principles of inclusive cycling, which provides useful advice about making cycling more inclusive for Disabled people. Also from Wheels for Wellbeing, are some recommendations below on how employers can make their workplace cycling activities more inclusive – these ideas are likely to be adopted by Cycling UK in its **Cycle Friendly Employer Accreditation Scheme**.

- Ideally, cycle coordinators should be aware of the needs of non-standard cyclists/Disabled cyclists, and any Bike User Groups (BUGs) should have a Disabled/ inclusive cycling representative
- For small to medium enterprises (SMEs) cycle coordinators/ BUGs should be encouraged to work together to ensure that there are representatives of different minority groups (including Disabled cyclists) to raise awareness of needs and ensure they are met
- Sharing resources with other companies may be particularly beneficial for Disabled cyclists, who are likely to be in the minority in a single company
- Workplace travel schemes should include possibilities of multi-modal journeys, which may be more accessible for Disabled cyclists (such as if distance/ physical energy levels preclude cycling the whole way, could consider cycling to and from a public transport interchange)
- Any information or guides about cycling opportunities, how to start cycling, tips, staff case studies etc, should include information on, links to and examples from non-standard/ Disabled cycling (including information on the particular health benefits of cycling for Disabled people)
- Any campaigning by businesses for better local cycle infrastructure must be a campaign for inclusive cycle infrastructure (even if all employees ride standard cycles).

Other useful resources:

Inclusive cycling in cities and towns
Transport Poverty
Bike Life 2019





Monitoring and evaluation

Any funding will usually include a requirement to monitor initiatives, report on progress and evaluate impact. It is not only important for the funder, but will also let you know whether or not you are on track, whether you are having an impact, and whether or not you are reaching the people you aim to.

Appendix B: Local Authority Capability Fund 21/22 – Initial monitoring and evaluation guidance defines the terms:

- **Monitoring** is the collection of data to check progress against planned targets. It is the formal reporting of evidence that spend and outputs are successfully delivered and milestones met. Monitoring data also plays a key part in evaluation by tracking changes in outcomes over time.
- **Evaluation** is the assessment of the project's effectiveness and efficiency during and after implementation. This includes measuring the causal effect of the project (or elements within the project) on planned outcomes and impacts, assessing whether the anticipated benefits and value for money have been realised and whether any unanticipated impacts occurred. Reasons to evaluate include to:
 - » Demonstrate how invested funds were spent
 - » Understand to what extent the activities achieved their stated objectives
 - » Learn from the implementation, in order to improve processes in the future
 - » Evidence future bids.

It is important to consider monitoring and evaluation from the outset, through the development of a monitoring and evaluation plan. Defining clear aims and objectives from the start, quantifying activities (outputs), as well as how they will lead to the outcomes and impacts you want to see. Most importantly you need to decide which indicators you will measure and what information you will need to collect. What can appear to be a small additional ask down the line is likely to cause a significant challenge if trying to collect retrospectively. If you are working with external delivery providers, you will also need to be clear on the monitoring requirements you expect from them from the start.

Early on it is also important to establish your baseline, against which you can compare and measure any changes in behaviour, usually at a follow-up or subsequent follow-ups. If you are consistent in the data you collect, and collect the same information over longer periods of time, you can begin to understand the longer term behavioural impacts of initiatives.

Monitoring and evaluation questions need to be built into activity registration, as well as follow-up questionnaires, and ideas can be more fully explored through case studies or focus groups. Despite some feeling that questions about protected characteristics like age and disability could present barriers to participation, unless you ask, you won't know who you are reaching and whether the needs of those groups have been addressed. You also won't know if you are enabling inclusion and reducing inequality.

As a rule of thumb, budget 5-10% of total programme costs on monitoring and evaluation.



2. Initiatives

2.1 Overview table of initiatives

The table below shows a wide range of initiatives that you can undertake to help employers in your area promote cycling among their workforce. Here we include just a brief description, but in the next sections we shine a spotlight on a smaller number of these initiatives. So for all initiatives marked '>' you can find more details in the spotlight section.

Policy category from Behaviour Change Wheel	Initiative	Brief description
Regulation	Car park management techniques	Supporting employers to implement policies which discourage on-site parking, for example parking levy
Environmental / Social planning	Identify and target employer clusters	Focus on multiple employers in a small areas so one event/ initiative can have maximum impact
Environmental / Social planning	Air quality measuring	Help employers measure air quality in their carpark areas and agree measures aimed to improve it
Environmental / Social planning	Travel Action Plans >	Carry out staff travel surveys and site audits. Use these to create bespoke action plans
Environmental / Social planning	Cycle storage >	Help and advise employers on providing safe and secure cycle storage
Environmental / Social planning	Cycle facility hubs	Enable shared cycling commuter facilities across neighbouring workplaces, for example parking and showers
Environmental / Social planning	Out of town consolidation of stock	Create a consolidation centre to reduce the number of deliveries that need to be made to workplaces
Fiscal measures	Workplace grants >	Offer grants or interest-free loans to make workplaces 'cycle ready', for example new cycle storage Since many workplaces are not fully occupied, this is the perfect time for employers to make improvements.

Policy category from COM-B	Initiative	Brief description
Fiscal measures	Pay as you Save loan scheme >	Enable workplaces to offer interest-free loans to staff to buy a cycle, to be paid off monthly
Fiscal measures	Cycle to Work scheme >	Allows employees to purchase a cycle through their employer at a significant discount
Fiscal measures	Cycling reward card	Help employers run a reward scheme to encourage cycle commuting, for example extra annual leave, credits for onsite café
Guidelines	Administrative support >	Provide employers with a package of administrative support - for applications, travel plans, data and so on
Service provision	Sustainable Travel Network >	Use an existing business networks, or create one, to run events to encourage sharing of travel ideas
Service provision	Personal Travel Planning >	Support businesses in helping plan active staff journeys, such as using traffic-free cycle routes
Service provision	Travel maps	A map (or collection) of safe and convenient cycling and walking routes to a particular venue
Service provision	Sustainable travel accreditation >	Run/support a scheme where companies are awarded accredited status if they meet set criteria
Service provision	Promote sustainable travel on website	Encourage businesses to prioritise active travel options on their 'where to find us' webpage
Service provision	Sustainable travel staff inductions	Encourage staff inductions which convey the support and resources for cycling and walking in their organisations
Service provision	Multi modal journey support	Work with public transport providers to make it easy to use a cycle/walk in combination with public transport
Service provision	E-scooter trial	Consider trialling e-scooters and promoting these with workplaces for last mile travel
Service provision	Bike Dr	Use local shops to provide a free (mobile) cycle repair service. Focus on 'just out of the shed' cycles
Service provision	Kit Sale	Use local shops or a trade account to buy good quality locks, lights and so on and sell on at trade prices
Service provision	Loan cycles / pool cycles >	Offer short/medium term cycle loans to employers/employees to try a cycling commute before they buy
Service provision	Cycle security marking	Work with police to offer employees security marking of their cycles to aid recovery from theft
Service provision	Recycled cycle giveaway	Buy refurbished cycles from charities or social enterprises and donate to jobseekers or key workers
Service provision	Trial a cycle	Offer employees a trial of a range of cycles, including electric and modified cycles, to try before they buy
Service provision	E-cargo bikes	Offer a fleet of cargo e-bikes that can be hired by workplaces for business/delivery trips

Policy category from COM-B	Initiative	Brief description
Service provision	Cycle repair kits	Supply workplaces with a set of tools and spares for fixing simple issues with cycles
Service provision	Workplace Challenge >	Encourage active travel and public transport challenges where staff compete with each other and other local businesses
Service provision	Healthy workplace programme >	Run health and wellbeing programmes for people wanting help and support to get fit
Service provision	Information stalls / roadshows	Run on-site workplace events. Focus on awareness of cycling options and overcoming barriers
Service provision	Cycle breakfast / lunch	Encourage or fund businesses to run free breakfasts for those that ride regularly (for example once a month)
Service provision	Cycle confidence training >	Offer training by local instructors / organisations who can deliver bespoke 1-2-1 or group sessions
Service provision	Led rides	Organise entry level rides at lunchtime or after work for new and returning cyclists
Service provision	Cycle maintenance classes	Run classes to building confidence if employees need to repair a flat tyre or other a minor issues
Service provision	Cycle champions >	Train workplace champions who can encourage and support new cyclists on their cycling journey
Service provision	Cycle buddy scheme	Help employers link up with more confident and less confident cyclists so that they can ride in together
Communication / Marketing	Join national cycling campaigns >	Provide workplaces with materials and content to allow them to promote the campaign internally
Communication / Marketing	Run local cycling campaigns	Create your own campaigns with a local flavour and linking with cycling infrastructure
Communication / Marketing	Branded offer and marketing toolkit	Create a coherent active/sustainable travel brand that you use for all sustainable travel. Develop toolkit of off-the-peg templates and resources for workplaces to use
Communication / Marketing	Newsletter	Send employers a regular update on your travel programme: news; successes and so on



Photo credit: Sustrans



2.2 Spotlight on initiatives

This section provides an overview of common workplace initiatives, scored according to cost, likely impact and achievability. Scores were awarded by experienced members of Sustrans' project team following the research phase, are subjective and meant as a guide only.

The Local Authority Capability Fund 2021/22 - Value for Money Guidance gives details on how applicants can demonstrate value for money, including typical costs for cycling and walking behaviour change measures, and provides external links to **Appendix 5**: compendium of interventions and **Appendix 6**: intervention summary tables of the Cycling and Walking Investment Strategy (CWIS) Model.

The cost of cycle confidence training (£) is given as £40-£70 per trainee per day, loan bikes (££) is given as £70-£260 per person per day, whereas infrastructure (£££) is likely to be in excess of £500k depending on scale.

The impact and achievability scores are based on experience and through conversations with local authorities for the research phase, with achievability linked to how quickly and easily the initiative can be successfully deployed. Those that require changes to existing ways of working, legal procedures or larger scale infrastructure in place are going to be the hardest to achieve and likely have the highest scores.

Spotlight symbols key

£ Low cost	£ £ Medium cost	£ £ £ High cost
😊 Low impact	😊 😊 Medium impact	😊 😊 😊 High impact
▲ Easy to achieve	▲ ▲ Medium achievability	▲ ▲ ▲ Hard to achieve

Project name: **Administrative support** Target audience: **Employers**

Summary: Provide employers with a package of administrative support to ensure they are well equipped to facilitate employees to cycle to work. Potentially supporting workplaces with: Grant applications, Cycle to Work Scheme admin, Personal Travel Planning of staff and using data on staff travel behaviour to plan further initiatives.

£ £ Cost 😊 😊 😊 Impact ▲ ▲ Achievability

COM-B: Capability

Policy category: Guidelines

Delivered by: Local authority or delivery provider

Key considerations: Recruitment of an in-house or external workplace active travel officer

Ways to innovate: Workplaces officer could hold monthly recurring catch-up meeting with workplaces to keep them working on initiatives and inspired.

Project name: **Travel Action Plans**

Target audience: **Employers**

Summary: Support employers in assessing their travel needs. Carry out staff travel surveys and site audits. Use these to create bespoke action plans with achievable recommendations and timescales.

  Cost   Impact    Achievability

COM-B: Capability / Opportunity / Motivation **Policy category:** Environmental/ social planning

Delivered by: Local authority or delivery provider

Key considerations: Travel surveys can take time to be created and requires some specialist knowledge on initiatives and the local area. Consider using a travel plan template which can easily be filled in by local authority staff or workplaces.

Inclusivity: Make sure messaging is inclusive, such as pictures showing a diverse range of people taking part. Particularly paying attention to barriers faced by people in communities that are marginalised.





Ways to innovate: Promote staff travel survey participation via food, such as free coffee, discount at canteen, low-cost equipment giveaways such as branded water bottles, reflective snap bands or bag covers, cycle lights and so on.

Case studies:

- Adur & Worthing Travel Action Plan, Sustrans
- Thames Valley Business Park and Travel Demand Management, WSP

Project name: **Sustainable Travel Network** Target audience: **Employers**

Summary: Use an existing business network or create a new network all about sustainable travel. Run events to enable sharing of ideas and news.

 Cost   Impact    Achievability

COM-B: Capability / Opportunity / Motivation **Policy category:** Service provision

Delivered by: Local authority or delivery provider

Key considerations: Businesses often appreciate case studies of what others have done. Events can include brief presentations on changes to infrastructure in the area. Use the network to promote on-site workplace improvements such as cycle parking, showers, and lockers.

Inclusivity: Include specific presentations or discussions on inclusivity and diversity in cycling. Adapt presentations and events for hearing or sight impaired.

Ways to innovate: Venue hire can increase cost so ask some attendees to host in their workplace rooms. This gives workplaces a chance to see other sites and facilities.

Case studies:

- North Bristol SusCom Networking Platform
- Southampton Travel Plan Network

Project name: **Personal Travel Planning** Target audience: **Employees**

Summary: Support businesses in helping staff plan journeys, e.g. which way to cycle, where to get public transport. This can be done as part of an induction or through HR processes.

£ £ Cost

😊😊 Impact

▲▲ Achievability

COM-B: Capability **Policy category:** Service provision

Delivered by: Local authority or delivery provider

Key considerations: Delivery providers - they are typically skilled at route planning and may know the local area well. You can also use various apps or websites such as Google, CycleStreets, Komoot.

Inclusivity: Suggestions on routes to work/maps of cycle infrastructure in the surrounding area should highlight any inaccessible points and offer accessible alternatives.

Ways to innovate: Use GIS storymapping to engage commuters with common cycle routes.

Case studies:

- Travel Choices Manchester, Sustainable Travel Planning
- NHS, Southmead, Bristol, Travel Action Planning

Project name: **Sustainable travel accreditation** Target audience: **Employers**

Summary: Support staff by linking less and more confident cyclists so that they can ride in a scheme where companies are awarded accredited status if they meet a set of criteria. These are usually facilities and policies that support active travel.

£ Cost

😊😊 Impact

▲▲ Achievability

COM-B: Opportunity **Policy category:** Service provision

Delivered by: Local authority or use partner scheme, such as Modeshift, Cycling UK, various health and wellbeing or environmental accreditation schemes.

Key considerations: Whether to operate accreditation scheme in-house or tap into a national scheme. The scope of the accreditation and the reward for success.

Inclusivity: Ensure accreditation criteria require facilities to be accessible by all.

Ways to innovate: Accreditation can be used as gatekeeper for further workplace support.

Case studies:

- Cycling UK, Cycle Friendly Employer

Project name: **Workplace grants**

Target audience: **Employers**

Summary: Infrastructure grants or interest-free loans to employers to make their workplace 'bike ready' such as improved or new cycle storage, showers, changing facilities, pool bikes. Since many workplaces are not fully occupied, this is the perfect time for employers to make improvements.

£ £ £ Cost

😊😊😊 Impact

▲▲▲ Achievability:

COM-B: Opportunity **Policy category:** Fiscal measures

Delivered by: Local authority or delivery partners

Key considerations: The application process must be simple and accessible to business people who have limited time and capacity. Consider supporting them with the administration as well.

Inclusivity: All facilities (such as showers/ lockers) should be fully accessible as standard, or could be made fully accessible, as a reasonable adjustment under Equality Act 2010.

Ways to innovate: Create a shopping list to help employers make decisions and understand costs. Bonuses could be offered to those substituting parking space for cycling infrastructure.

Case studies:

- Travelwest Business Sustainable Travel Grants
- Travel Choices Manchester, Sustainable Travel Planning

Project name: **Pay As You Save Loan**

Target audience: **Employees**

Summary: A scheme which allows or enables workplaces to offer interest-free loans to staff to buy a bike, just as many already do for public transport travel cards. This is paid off monthly at the cost of the foregone rail/bus/petrol mileage.

£ Cost

😊😊 Impact

▲▲ Achievability

COM-B: Capability **Policy category:** Fiscal measures

Delivered by: Workplace with support from local authority.

Key considerations: May be more appropriate for smaller businesses or those with lower paid workers.

Inclusivity: This is a great opportunity for staff on lower incomes to be included in a scheme allowing them to get a bike.

Ways to innovate: Could use this to pay for second hand bikes to make more affordable for lower paid workers.

Project name: **Cycle to Work Scheme**

Target audience: **Employers**

Summary: The Cycle to Work Scheme allows employees to purchase a cycle through their employer at a significant discount

£ Cost

😊😊 Impact

▲▲ Achievability

COM-B: Capability

Policy category: Fiscal measures

Delivered by: Workplace to organise with Cycle to Work Scheme / Green Commute Initiative

Key considerations: Often aimed at higher paid workers. Need to make sure whole workforce can be included before signing up as a workplace.

Inclusivity: The Cycle to Work Scheme can often be too expensive for lower paid workers. Need to make sure whole workforce can afford bike through monthly payments, especially lower paid workers who potentially need this initiative more.

Ways to innovate: The use of cycle to work schemes can be enabled by including it as a condition of workplace grants/ loans or other benefits.

Case studies:

- Leicester Green Commute Initiative

Project name: **Car parking reduction schemes**

Target audience: **Employers and employees**

Summary: Motivate people to choose other modes of transport by making parking at work more difficult. This can be delivered by reducing the number of parking spaces, increasing staff charges for parking or limiting which staff are allowed to park. On a wider scale, this can be implemented by a local authority implementing a parking levy on all businesses.

££ Cost

😊😊😊 Impact

▲▲▲ Achievability

COM-B: Motivation

Policy category: Regulation

Delivered by: Local authority and/ or individual employers

Key considerations: This can potentially displace parking to nearby streets if not implemented alongside capability interventions. Staff are likely to be resistant to stick-based interventions, so the measures need to be rolled out in a considered fashion.

Inclusivity: Ensure that staff with mobility issues (such as blue badge holders) are able to access the site in a way that works for them. Support staff who daisy-chain their journeys with care requirements to make sure those are still feasible. Simple space removal can disproportionately affect staff who make other journeys and arrive later. Local authority levies place the financial burden on companies rather than individuals, which can mitigate the impact on low paid staff.

Ways to innovate: Removing parking privileges for staff within a walkable or cyclable radius of site. Divide staff into pools who have access to on-site parking on a rota can act as an “easier sell”. Treat parking as a benefit so staff who do not use it receive a rebate which can be seen as more positive.

Case studies:

- University of Portsmouth parking reduction scheme
- Nottingham Workplaces Parking Levy, Brooks Bros UK

Project name: **Loan bikes**

Target audience: **Employees**

Summary: Offer short to medium term bike loans to employers/employees to allow them to try a cycling commute before investing in their own bike.

  Cost

  Impact

   Achievability

COM-B: Opportunity **Policy category:** Service provision

Delivered by: Local authority, delivery provider or employer.

Key considerations: This offer may be limited by the current national shortage of bikes. Extra storage and equipment such as helmets, locks and so on may also be needed. Work with local bike shops/mechanics to run the scheme.

Inclusivity: Consider whether to include a 'pool trike' or other non-standard cycles, depending on needs of staff. This might require pooling with other local companies.

Ways to innovate: Offer low cost subscription to access shared cycles for low income employees.

Case studies:

- Cycles for NHS staff in Hastings, Sustrans
- Manchester Pool Bikes
- Leicester Green Commute Initiative
- Hounslow e-cargo bike delivery service

Project name: **Workplace Challenge**

Target audience: **Employers**

Summary: Use gamification and competitiveness to encourage people to make active journeys. Journeys are logged on a digital platform and generate a score over the competition. High scoring individuals, teams or whole workplaces win prizes.

  Cost

 Impact

 Achievability

COM-B: Capability **Policy category:** Fiscal measures

Delivered by: Range of providers, including Love to Ride, Better Points, Sustrans and Intelligent Health.

Key considerations: Focus attention on new, or returning cyclists. There is a risk that challenges reward those who are already walking or cycling, but they come with wider promotional benefits and can provide a platform for reaching out to workplaces with further support.

Inclusivity: Ensure accreditation criteria require facilities to be accessible by all.

Ways to innovate: Points can be awarded for encouraging others to join (rewarding reaching out to new cyclists), or break workplaces down by size, work or location for more focussed competition.

Case studies:

- East Sussex Challenge 2019, Sustrans

Project name: **Healthy Workplace programme** Target audience: **Employers and employees**

Summary: In-depth health and wellbeing courses for people wanting help and support get fit. Can include health checks at the start and end of the course. Led activities and coaching mean staff gain confidence riding and being active themselves helping them do independent activity in the future. Activities can include led rides, led walks, confidence sessions and activity challenges.

  Cost   Impact  Achievability

COM-B: Capability /Opportunity/ Motivation **Policy category:** Service provision

Delivered by: Local authority or delivery provider

Key considerations: This is very labour intensive but can have big impact on a few individuals. Partner organisations have the skills and expertise to deliver this.

Inclusivity: Ensure none of the activities rely on a standard cycle, or physical fitness. Include walking.

Ways to innovate: Run a remote programme for those working from home.

Case studies:

• Living Streets, Walking Works

Project name: **Cycle confidence training** Target audience: **Employees**

Summary: Support businesses in getting staff confident cycling by providing free bespoke cycle training, this can be 1-to-1 or in workplace groups. Experienced trainers can help people trial commutes, find local cycling infrastructure and get people riding confidently to work.

 Cost   Impact   Achievability

COM-B: Capability **Policy category:** Service provision

Delivered by: National Standards Cycle Instructors (organisations or freelance instructors).

Key considerations: Plan how you want participants to book the training.

Inclusivity: Use contractors who have experience working with people from different diverse backgrounds as well as potentially with adapted bikes such as trikes and hand cycles.

Project name: **Join national cycling campaign** Target audience: **Employees**

Summary: Join in with national campaigns aimed at employees and employers. Provide workplaces with materials and content to allow them to promote and support the campaign internally. Help them demonstrate to employees that their organisations supports cycle commuting, from the upper levels.

£ Cost

😊 Impact

▲▲▲ Achievability

COM-B: Motivation

Policy category: Communication/ Marketing

Delivered by: Local authority with support from Cycle to Work day, Bike Week, Clean Air day, Car Free day.

Key considerations: Workplaces are diverse. Share materials/content that can be adapted to fit with individual workplace circumstances.

Inclusivity: National resources are potentially unlikely to be inclusive. Try and adapt to use more inclusive photographs of diverse cycle riders, or using adapted cycles etc.

Ways to innovate: Re-share content on social media and use resources from national campaigns which they happily share and can download..

Project name: **Branded offer and marketing toolkit** Target audience: **Employers and employees**

Summary: Coherent active/sustainable travel brand used by the local authority that can bring all matters of sustainable travel into a single place. Also a recognised brand for employees and residents. Works best when all sustainable travel operates using same brand. Create a toolkit of off-the-peg resources to encourage workplace cycling, include print/ digital templates.

££ Cost

😊😊 Impact

▲▲ Achievability

COM-B: Motivation

Policy category: Communication/ Marketing

Delivered by: Local authority, potentially with support from creative agencies

Key considerations: Make sure that all assets are in place before launch, and all offers are available ready to be delivered by partners. Make toolkit easy for employers to use.

Inclusivity: Ensure identities featured are represented, make sure any digital media is responsive and works with screen readers.

Ways to innovate: Create self-contained identity for sustainable transport via a single hub that is separate from local authority identity. Make sure messaging is inclusive, such as pictures showing a diverse range of people taking part. Particularly paying attention to barriers faced by people in communities that are marginalised.

Case studies:

- My Journey, Southampton
- Bristol, Better by Bike

Project name: **Cycle Maintenance classes**

Target audience: **Employees**

Summary: Organised sessions where participants learn “get me home” maintenance skills such as changing tyres, fixing punctures and getting a chain back on. Designed to give people the confidence to set off knowing they can fix any issues they have.

£ Cost

😊😊 Impact

▲▲▲ Achievability

COM-B: Capability

Policy category: Service provision

Delivered by: Local authority in house or partner, such as a local cycle shop or mechanic.

Key considerations: Keep this simple and basic and focus on what newer cyclists will want to know - how to do an ‘M’ check, fix a puncture, put a chain back on and maybe adjust the brakes. Brief those running the classes to make sure topics are not too high level, such as not technical information about gears.

Inclusivity: Ensure maintenance is appropriate for the cycles of all the participants, including those with non-standard cycles.

Ways to innovate: Train up some staff as “fix it” champions to support other members of staff.

Project name: **Cycle champions**

Target audience: **Employers**

Summary: Support and train champions in the workplace who can encourage and support new cyclists on their cycling journey. This may be ‘go to’ people about bike maintenance issues or people who can organise Bike Drs or bike breakfasts for example.

£ Cost

😊 Impact

▲▲ Achievability

COM-B: Motivation

Policy category: Service provision

Delivered by: Local authority and employer.

Key considerations: Try to make sure these champions are inclusive to all types of cyclist and can see cycling from the view of a beginning.

Inclusivity: Look for a wide range of people to become champions. Reinforce message that cycling is a broad church.

Ways to innovate: Create network of champions from many workplaces as consultation group.

Case studies:

• Aviva, Chandlers Ford

Project name: **Infrastructure**

Target audience: **Employers and employees**

Summary: Sustrans’ **Bike Life** is the biggest assessment of cycling in cities and urban areas across the UK and Ireland. In the 2019 UK-wide report, which aggregates data from 12 of the 14 cities and urban areas, safety is identified as the single largest barrier to more people cycling. Infrastructure is highlighted as the main solution, with 79% of residents asking for more traffic-free cycle routes away from roads and 77% asking for more cycle tracks along roads which are physically protected from traffic and pedestrians. 68% of residents support building more protected on-road cycle tracks, even when this would mean less room for other road traffic. The report also shows that cycle storage is important at home and when out and about, with 21% of residents citing lack of storage or facilities at home or work as a reason they don’t cycle or cycle less often. (Suppliers include: Cyclehoop, Cyclepods, Falco, Cycle-Works). The need for good infrastructure and behaviour change linked to infrastructure improvements is at the core of the DfT’s local authority Capability Fund, and is also supported by our research, with everyone agreeing that having grants or infrastructure improvements alongside increases behaviour change.

Continued overleaf

£ - £ £ £ Cost (depending on scale) 😊 😊 😊 Impact

▲ - ▲ ▲ ▲ Achievability

COM-B: : Capability, opportunity **Policy category:** Fiscal measures and Environmental / Social planning

Delivered by: Local authority, delivery provider, contractor, employer using workplace travel grant for smaller schemes

Key considerations: Promote good existing or new infrastructure, particularly that which is LTN 1/20 compliant; don't promote poor infrastructure or infrastructure that's not fit for purpose; ensure you consult before, during and after; always link with behaviour change initiatives; make it highly visible; consider multi-modal journeys; accept that take-up may be slow at first, adoption takes time; consider how to monitor usage, for example, automatic route counters, surveys, cycle counts.

Inclusivity: Design infrastructure to be inclusive and accessible to all; design and build to the highest standards.

Ways to innovate: New infrastructure can have a massive impact, but it is important that people know about it. It can form the basis of a high profile communications campaign, as well as for an accompanying programme of behaviour change initiatives, from pre-construction through construction and then after it's open. For example, route naming competitions, workplace engagement, grand openings, rider point of view films, led rides and competitions.

Larger scale infrastructure projects:

- **The Cycle Superhighways in London** were developed for people who have to cycle further to work, aiming to provide direct, continuous, well-marked and easily navigable routes along recognised commuter corridors between outer and inner London and the centre. A variety of smarter travel measures were planned at the home and work ends of the Superhighways to enable cycling.
- Bristol City Council held engagement events linked to a newly opened 4 mile cycle route to the city centre, offering help with journey planning, borrowing an electric, folding or commuter cycle, and accompanied rides and cycle training. Maps showed stop off points along the commuter route and relationships were built with businesses in the area who went on to apply for grants and install cycle facilities.

Shared infrastructure projects

- Infrastructure can benefit more than one workplace and can be shared between employees from different organisations, for example, cycle hubs provide storage and other facilities at the work end of the journey. Leicester City Council installed large scale cycle parking in the city centre and saw cycling more than double over a five year period. Their Bike Park combines facilities like parking, showers and toilets with bicycle repair, hire, sales and advice.
- On-street cycle hangars provide covered, lockable and secure cycle storage which is shared by residents at the home end of the journey. They have been installed by local authorities including Salford City Council and Transport for Greater Manchester, Portsmouth City Council, Edinburgh Council, and a number of London boroughs.

Smaller scale infrastructure projects

- Smaller scale infrastructure, for example, cycle parking, lockers and showers, can sometimes be a quick win, with employers often able to make use of existing facilities, making improvements to what exists already, or managing the installation of new facilities. Workplace travel grants are essential to supporting smaller scale infrastructure and can be a good way to recruit employers to a new engagement programme.

Case studies:

- Belfast Bike Hub
- My Journey and Route SCN1, Southampton
- Nottingham Workplace Parking Levy, Brooks Bros UK



3. Communication design tools

Behaviour change interventions can be more effective when accompanied by marketing and communications to support the changes in behaviour. During delivery of its Local Sustainable Transport Fund programme, Southampton City Council demonstrated 53% awareness of its My Journey brand in an online poll completed by 1,158 people at the end of 2015.

Most local authorities develop their own in-house communications campaigns to enable cycling and walking behaviour change in the workplace. We heard that local authorities would welcome resources and tools to help guide this.

The Behavioural Insights Team's Moment of Change Scoping Study identified five objectives needing to be met to boost cycling uptake:

- Affordability - I can afford a cycle. I perceive it as good value for money and more economical than other transport options
- Awareness - I am aware of the benefits of cycling and am familiar with cycling initiatives and opportunities available to me
- Infrastructure and functionality - I feel safe cycling and can access the equipment and infrastructure that meets my needs, and makes it convenient
- Habits and friction - It is not overly effortful to cycle and establish cycling habits. It's easy to try it out and see if I like it
- Skills and confidence - I have the skills and confidence to try out cycling and to cycle regularly

These objectives can be useful categories to consider when designing your own messaging to enable cycling behaviour change in the workplace. **Appendix 5** gives examples of potential messages that can address these objectives. Elements can be chosen as building blocks to form your own communications campaign.

Appendix 6 includes a suggested framework for designing messaging from scratch.

Appendix 1: Organisations interviewed for a moment of change

Local authorities

Delivery providers/ consultants

-
- | | |
|--------------------------------------------|-----------------------------------------|
| ● Bedford Borough Council | ● Bike is Best / Coventry Cycling Mayor |
| ● Birmingham City Council | ● Business in the Community (BITC) |
| ● Bracknell Forest Council | ● Cycle to Work Alliance |
| ● Brighton & Hove City Council | ● Cycling UK |
| ● Bristol City Council | ● Living Streets |
| ● Cheshire West and Chester Council | ● Love to Ride |
| ● Coventry City Council | ● Modeshift |
| ● Cumbria County Council | ● Sustrans |
| ● Dorset Council | ● SYSTRA |
| ● Dudley Metropolitan Borough Council | ● WSP |
| ● Hampshire County Council | |
| ● Leicester City Council | |
| ● Liverpool City Region Combined Authority | |
| ● London Borough of Hounslow | |
| ● North Tyneside Council | |
| ● Nottingham City Council | |
| ● Peterborough City Council | |
| ● Plymouth City Council | |
| ● Royal Borough of Greenwich | |
| ● Sheffield City Council | |
| ● South Gloucestershire Council | |
| ● Southampton City Council | |
| ● Southwark Council | |
| ● Sutton Council | |
| ● Tees Valley Combined Authority | |
| ● Transport for Greater Manchester | |
| ● West Yorkshire Combined Authority | |

Building the case for active commutes - local authorities

Economic

- Active travel can make a huge contribution to the local economy. The total benefit for individuals and society in the Bike Life cities adds up to £515 million per year from people with a car choosing to cycle for transport¹
- [Living Streets' Pedestrian Pound report \(2018\)](#) found strong evidence that pedestrians spend more than people arriving by car

Health/NHS

- “If physical activity were a drug, we would refer to it as a miracle cure, due to the great many illnesses it can prevent and help treat.” UK Chief Medical Officers²
- ‘Evidence suggests that switching to active travel for short motor vehicle trips could save £17bn in NHS costs over a 20 year period although benefits would accrue within two years for some conditions’³
- For Disabled people who are less likely to achieve minimum levels of physical activity, cycling can provide cardio and muscle-strengthening exercise.

Climate crisis

- 27% of greenhouse gas emissions in 2017 were from transport. We need up to a 60% reduction in car use by 2030 if the UK is to deliver its fair share of global carbon reduction⁴

Useful resources:

[How Active Travel Can Improve Health in the Workplace](#) (Sustrans, Davies A, Living Streets, TAS Partnership 2017)

[UK Guidance on Physical Activity levels](#)

[How transport offers a route to better health](#) (Nadya Mihaylova, The Health Foundation, February 2021)

Public support

The [DfT's National Travel Attitudes Study, Oct 2020](#), found that during the pandemic 39% reported to walk more and 38% reported to cycle more than before the first lockdown, with 94% of those surveyed stating it was likely that they would continue to walk and cycle. Even prior to the pandemic, the [Bike Life UK 2019 report](#) showed high levels of public support and demand for increased investment in active travel:

- 59% of public want to see increased spending on walking, and 58% on cycling
- 68% of residents support building more protected on-road cycle tracks, even when this would mean less room for other road traffic
- 48% of residents in Bike Life cities feel they should cycle more

Residents surveyed for Bike Life UK 2019 rated the interventions that they would find most useful to enable them to cycle more:

- 54% would find training and led rides useful to support them to cycle more
- 49% would like access to electric cycles
- 37% access to a cargo cycle
- 27% access to an adapted cycle

¹ Sustrans (2019), Bike Life UK: Cities for People

² Dept. of Health & Social Care (2019), Physical Activity Guidelines

³ Sustrans, Davis A, Living Streets, & TAS Partnership (2017), How active travel can improve health and wellbeing in the workforce

⁴ Sustrans (2019), Bike Life UK: Cities for People

Building the case for active commutes - employers

A healthier workforce is a happier, more productive workforce. Well-designed employee health promotion programmes can increase employee job satisfaction by between 10% and 25%¹.

Reduced absenteeism has been linked directly to increased physical activity among employees:

- Workers that undertake physical activity take 27% fewer sick days²
- Users of the cycle network, compared to the average worker, take approximately half the number of days off, resulting in a £13.7 billion annual boost to the British economy³
- Actively promoting healthier travel options in the workplace has been shown to reduce absenteeism by up to 20%⁴

In addition, wider benefits to the transport network has a direct benefit for business:

- A survey by the British Chambers of Commerce (BCC) found congestion to be a problem for around 90% of businesses, with around 45% viewing it as a significant problem⁵

Building the case for active commutes - individuals

Workplace travel interventions should seek to better understand the motivations of employees and tailor messaging to those they work with. Health, personal finance and the environment are all key messages to consider.

Health

- Active travel to work can help meet UK physical activity guidelines for 19-64 year olds⁶
- Adults should aim to be physically active every day. Any activity is better than none, and more is better still
- Muscle strengthening activities should be done on at least two days a week, but any strengthening activity is better than none
- Each week, adults should accumulate at least 150 minutes (2 1/2 hours) of moderate intensity activity (such as brisk walking or cycling); or 75 minutes of vigorous intensity activity (such as running)
- Adults should aim to minimise the amount of time spent being sedentary, and when physically possible should break up long periods of inactivity with at least light physical activity

Financial

- Active travel can save on costs of motorised transport. Average commuting costs in UK: a typical annual cost of £795.72, according Lloyds Bank's "How Britain Lives" study

¹ Pricewaterhouse Cooper (2008) Working towards wellness

² Pricewaterhouse Cooper (2008) Working towards wellness

³ Sustrans, 2013, Increasing business through sustainable travel

⁴ Promoting physical activity in the workplace (2008) Available online at: <http://www.nice.org.uk/PH013>

⁵ PTEG, Transport Works

⁶ Dept. of Health & Social Care (2019), Physical Activity Guidelines

Appendix 3:

Tips for applying for funding and some procurement considerations

Top tips for applying for funding

Be prepared

- Know what's going on around you – infrastructure projects, cross-departmental projects, projects delivered locally by others, useful data, good practice
- Be able to demonstrate partnership working between organisations and groups, particularly in relation to financial contributions. For example, getting groups of businesses in a geographical area to join together for events, grant applications and offers
- Know what's going on further afield – best practice from other authorities and organisations
- Build and maintain a folder of evidence that you can draw upon
- Have a prioritised list of schemes already worked up

Do your homework

- Ensure you have read all the fund guidelines, that you are eligible, and that it can be used for the activities you want to deliver
- Tailor your application to the funder or fund's priorities

Be ambitious, but realistic

- Dedicate sufficient time and resource
- Be specific about what you want to achieve from the start and clearly communicate it in a concise manner
- Ensure you have answered all the basic questions: What? Who? Why? Where? How? When?
- Submit ahead of the deadline

Have a thorough and clear budget

- Consider all sources of match funding
- Consider value for money and added value

Show how you will know that your project has been successful

- Familiarise yourself with the fund monitoring and reporting requirements
- Be clear about what you're going to measure and how from the start
- Build monitoring and evaluation in from the start with a monitoring and evaluation plan
- Build a portfolio of case studies from the start and ongoing, considering the use of photos, film and audio, as well as written media
- Add any results back into your folder of evidence for future funding bids

Check your application for consistency before you submit, including getting someone else to read it

Top tips for procurement

Combined with the top tips for applying for funding, planning ahead using the measures outlined below will help your procurement processes to run more smoothly.

Ensure a diverse response

- Research local and national delivery providers and what they can offer
- Consider how providers will find out about the opportunity
- Communicate clearly and respond quickly to questions
- Be open and fair

Consider your options

- Do you need to go to full tender?
- Could a waiver be applicable?
- Consider using framework agreements and make it easier for external providers to use them

Make it easier in the future

- Learn from the experience, who responded, what worked, and what could be reused in the future
- Enable contracts to be extended to respond to changes in funding

Appendix 4: Inclusive language

Use people-first language	Use 'people who cycle' or 'people on cycles' rather than referring to 'cyclists' which can feel impersonal or raise stereotypes. Also, consider using 'people who walk' or 'people walking', rather than pedestrians.
'Cycling' vs 'by bike'	Consider your audience and choose the most appropriate term for them. 'Cycling' can feel more inclusive as it covers those using non-standard cycles, such as tricycles, tandems, recumbents, handcycles and wheelchair tandems. 'By cycle' can feel more accessible, ie not just for people going fast on road cycles in lycra.
Use 'cycle' as a noun and a verb	Using the term 'cycle(s)' includes non-standard cycles. Using the term 'bike' or 'two-wheels' can restrict interpretation to a bicycle.
Use diverse imagery	Use images/symbols that include non-standard cycles, and show a diverse range of people on cycles
Use real life examples	Use real-life stories and case studies to inspire and help people better relate to cycling
Avoid irrelevant details	For example use just 'Volunteer' not 'female volunteer', 'older volunteer', 'Asian volunteer' or 'disabled' volunteer. Using such descriptors can imply it is not the norm.
Avoid referring to gender specific bikes	Use 'step-through frame cycles' rather than 'women's bike' or 'ladies bikes' as they suit both men and women. Likewise avoid referring to 'men's bike'.
Traffic-free	A traffic-free route away from the highway.
Off-road	Generally refers to 'mountain bike' style off-road, for example, rougher terrain. This is not the opposite of on-road.
Greenway	A greenway is a traffic-free route segregated from roads, for the exclusive use of walkers, cyclists, wheelchair users and others who feel vulnerable on or near busy roads.
Shared-use	Where walkers and cyclists share facilities.

Communicating with employers

The research conducted with local authorities revealed that most develop their own in-house communications campaigns to enable cycling behaviour change in the workplace. The research also showed the local authorities welcome resources and tools to help them guide this.

The following messaging has been developed, utilising the BIT objectives of Affordability, Awareness, Infrastructure, Habits, Skills and Confidence.

Affordability - Promoting active travel in the workplace gives a good return on investment for both the employer and the workforce

- There is information and support available to employers, including grants and administrative support, so there is little time and investment required. The benefits are significant and ongoing.
- Being a cycle friendly employer can help employers to recruit and retain new staff. There is evidence proving that employees who cycle to work are healthier, more productive and take less sick days, meaning improved profitability for your organisation*
- Adding cycling to work initiatives to your organisation's roadmap to net zero now can help you save time and money in the long term.

So, why now?

- The UK government is funding and working with local authorities across the country to enable employees to cycle to work as the restrictions ease.
- There are a multitude of grants, schemes and initiatives available to help you improve your facilities. There is also help available to help you set up and run the Cycle to Work scheme.
- There is a temporary tax exemption for the employer provision of cycles and cyclist's safety equipment so if you haven't yet, now is the perfect time to offer Cycle to Work to your employees.

Awareness - Investing in your employees' health and wellbeing makes you a more attractive employer

- There is evidence proving that employees that cycle to work are happier, healthier and more productive*.
- Becoming a cycle-friendly employer is a great way to retain and attract new talent. Employees, and millennials in particular, care about the environment, they want a choice on how to commute. They value an organisation that demonstrates corporate social responsibility whilst improving staff wellbeing.
- There is information already available to share with employees and plenty of support for you to get started with minimal time and investment.

So, why now?

- The pandemic has shifted employees' priorities. Many have found a new appreciation for their health and the environment has become a bigger priority. Other employers already offer staff travel choices.
- Lockdown has a negative effect on people's physical and mental health. Cycling to work is a cost effective way for employees to improve their fitness and mental health.

Infrastructure - With very little time, effort and investment you can make a substantial difference to your employees wellbeing

- Providing suitable cycling facilities doesn't need to be expensive. Employees need few basics to help them be ready for the day. Many workplaces already have facilities available that just need to be advertised to staff, or in some cases re-purposed for cycling.
- There are grants and loans available to contribute to building or remodelling costs. The benefits are long lasting.
- Parking takes valuable space. At least three bikes can be stored in one parking space. By swapping some parking space with cycle racks, it is possible to make savings in the long-term and avoid the return of the car parking chaos for employees.
- Furthermore, having attractive, accessible facilities and green credentials will help to create a great first impression to visitors, prospective employees and customers alike.

So, why now?

- The government is funding and working with local authorities across the country to enable employers to join the Cycle to Work scheme and to upgrade their facilities to make it easier for employees to cycle to work.
- There are grants, schemes and initiatives available to help to improve facilities. There is also help available to set up and administer the Cycle to Work scheme.

Habits - Cycling to work is the new normal

- The coronavirus pandemic has disrupted the way we work and how we travel to work. Heightened anxiety over public transport and a surge in health consciousness means more employees want to cycle to work.
- Reducing barriers for employees who want to cycle to work, and providing basic facilities so they can get ready for the day ahead can make a colossal difference to employees' quality of life and will create a happy, healthy and engaged workforce.

So, why now?

- Cycling has received a huge boost since the coronavirus crisis, with more people cycling to avoid public transport and get back to work.
- As employees aim to transition from a cycling hobby into a lifestyle change it is important to provide them with the right level of support.

Skills and confidence - Implementing a cycling initiative is straightforward and there is help at hand to set up and administer the scheme

- Starting a Cycle to Work scheme, and helping your employees to make the first steps, is much easier than many realise. And, most importantly, there is a lot of support to help employers with this.
- There is a lot of information available to employees. From finding traffic-free routes, to tips on cycles and equipment. From accessing grants for facilities improvements; to admin support to run the scheme.
- Also, don't forget that experienced cyclists within your organisation can also help. Cycling buddy schemes can generate a great sense of camaraderie in the workplace.

So, why now?

- We have seen a surge in employers wanting to set up Cycle to Work schemes. These schemes are open to employers of all sizes across the public, private and voluntary sector.
- Such schemes can have a really positive impact on employees' overall health and wellbeing and are perceived as a great benefit by employees.
- As cycling to work becomes normalised, more employees are expecting their employers to take a step forward to contribute to their wellbeing and help the environment.

Communicating with employees

Affordability - give yourself an instant pay rise! Cycling is one of the cheapest way to travel

- Save time and money by cycling to work! No petrol, no parking charges, lower repair costs. You will be saving money and getting healthier at the same time.
- You don't need fancy gear to cycle. And good bikes can be surprisingly affordable if you shop around. Second hand bikes and equipment can also be great value for money.
- PAYS or Cycle to Work schemes allow you to buy a cycle now and spread the cost. So your investment can be low and slow, but the rewards are instant and the savings are ongoing. A new bike might cost less than your annual bus or train fare, and a bike is a one off expense and it is yours to keep.
- And remember, the bike is yours, you can also use it on your leisure time. Forget about spending time and money at the gym and treat yourself or your family to something nice instead.

So, why now?

- The Government is funding and working with local authorities across the country to make it easier for people to use bikes to commute and get around.
- There are schemes available to help you repair an old bike, rent or loan a bike, or buy a new bike at a reduced cost through your employer. There are repair vouchers being issued for cycle repairs, to enable people to get their old bikes out of the shed.
- The coronavirus pandemic, and the consequent lockdown, have taken their toll on our health and our finances. Swapping the car for the bike is an easy way to start saving some money and get healthy in the process.

Awareness - pedal yourself to happy

- The benefits of cycling are almost endless. It is good for your physical and mental health, the environment and your pocket.
- Getting started is easier than you think. There are loads of resources to help you make the first step, including loan or hire schemes so you can give it a try before you commit.
- Cycling to work is a fun, time-efficient way to commute. No more waiting for the next train or getting stuck in traffic jams. Instead connect with your environment, notice your surroundings, the birds, the seasons changing.
- It is also social. You can buddy with someone from work to commute together or create a support group to exchange routes and tips.

So, why now?

- The pandemic has shifted our priorities. Many of us have a new found focus on our health and happiness. Taking care of ourselves, our friends and family and the environment has never been more of a priority.
- Although the restrictions are easing we are still required to be cautious. With more people returning to work, cycling to work is the most practical approach right now.
- For some cities, converting the nation's lockdown hobby into new commuting habits is a matter of necessity. The Covid-19 lockdown has cut carbon emissions, but as we emerge from it we must all do our best to tackle climate change.

Infrastructure - cycling opens up another world to you. Explore on your way to work and find a route that works for you

- Finding a suitable route to work is easier than you think. There are miles of traffic-free cycle routes for you to use and lots of helpful planning apps to help you find the perfect route. There is plenty of information and help to get you get started, including loan and hire schemes so you can give it a try before buying a bike.

So, why now?

- Local authorities across the country are investing in initiatives and infrastructure to make it easier for people to use bikes to commute and get around.

Habits - getting used to cycling to work may take you a few weeks, the benefits will last a lifetime

- Cycling to work is a great way to fit in our daily exercise into our day. Getting started is easier than you think. Like any new habit, you just take one step (or pedal) at a time. Plan your route, think about what you will need, and build it up from there.
- You don't have to cycle all the way. You can take your bike on the train and cycle part of your journey, or cycle to work just a couple of days a week. Just give it a try and find what works for you.
- The amazing sense of independence and achievement you will experience will make it all worth it and you will be surprised how quickly it becomes an essential part of your daily routine.

So, why now?

- During the lockdown there has been an increase in the number of people walking and cycling. People started cycling for leisure and to keep fit, now cycling to work is the natural progression.
- With people from all ages and backgrounds taking up cycling you're certain to find someone to exchange tips and encouragement.
- With the good weather approaching, now is a great time to get started. By combining leisure trips with occasional cycling commutes over the summer you will build stamina and experience.
- Now is the perfect window of opportunity to establish new habits that make a permanent, positive change in our lives.

Skills and confidence - take small steps, ask for help and gently build up your cycling commute

- If you haven't cycled to work before it may feel like a daunting task, but there is always help at hand. Whether you need help to find a suitable route, to get cycling training or learn bike maintenance skills, there is a wealth of resources available to you.
- There are many types of bikes and options available for all levels of fitness, including modified and electric bikes. Choose what suits you and your commute, and start slow.

So, why now?

- There are many people like you who are just getting started, you're not alone. People of all ages, experiences and backgrounds started cycling during the lockdown and are planning to continue. It is no longer associated with the super fit – you will fit right in.
- The Government wants more people to walk and cycle, so they are improving the infrastructure and launching new initiatives to make cycling accessible to everybody.

Appendix 6: Designing your messaging

The following approach is a suggestion of how to identify potential messages you could use to local employers or employees to enable cycling behaviour change.

Step 1: Identify which audience to focus on first – employees or employers.

Step 2: Identify broad topics that might need to be addressed for this audience, e.g. physical, mental, social, economic and practical.

Step 3: For each topic, use the model below to brainstorm the likely barriers and potential solutions for this topic. Then use these to write messages which address these barriers and/or highlight the solutions.

Enter in here all the economic barriers employees may have to cycling		And finally, enter here potential messages you could use to address economic considerations
Focus: Economic considerations for employees		
Enter in here the potential solutions to there economic barriers and the mind-set you want to create in there employees		

Barriers	I can't afford a bike	Repairs are expensive	Do I need to pay for insurance?
	All the equipment will be expensive	My bike may get stolen	
Focus: Economic considerations for employees			
Solutions	Second hand bikes are great value	I can use the Cycle to Work scheme	I can save lots of money on petrol
	Cycling in work clothes is fine too	My work has new cycle parking	
Messages			
There's support available to make buying a bike affordable for you			
Buying what you need to ride to work can be much cheaper than you think			
The money you save by cycling to work makes it feel like you've had a pay rise!			

Step 4: Once step 3 has been repeated for each topic, review all messages collectively and identify a short list of the messages which are expected to be most compelling.

Step 5: Where possible, share the short list with colleagues and other contacts to get a wider response to help select preferred message(s) from the short list.

Appendix 7: Case studies

Case Study: Adur & Worthing Travel Action Plan, Sustrans

>>Back

Travel Action Plan

Adur & Worthing Councils



The challenge

Adur & Worthing Councils have declared a climate emergency and made a commitment to be carbon neutral by 2030. With transport contributing to a third of domestic greenhouse gas emissions it is a priority for the council to reduce their emissions from transport.

These factors, along with the loss of a major staff carpark, were the catalyst for the Councils to encourage active and sustainable commuter and business travel, improving staff wellbeing, tackling congestion and seeking out transport efficiencies.

Identifying ways of supporting the 59% of staff living within walking or cycle distance of their office base would significantly help achieve this.



The solution

Sustrans surveyed 60% of all staff and audited 4 separate sites in order to gain a detailed understanding of how and why staff travel the way they do, what facilities were currently available and the barriers that exist to using alternative forms of travel.

A Travel Action Plan pulled all this information together and highlighted a wide variety of effective and evidence based actions that can be undertaken. With the aim of reducing the impact of travel on the environment.

The Travel Action Plan was presented to senior managers at the council who went on to implement a number of the recommendations including: improving facilities for cyclists, a travel discount scheme for staff, an enhanced cycle to work scheme, free pool bikes for business travel, setting up a Bicycle User Group and wellbeing at work programme, a rolling programme to convert their fleet to electric vehicles, and many more. The TAP has become a key tool to implementing change.

Highlights



453 (60%) members of staff surveyed



59% of the workforce live within walking or cycle distance



24 recommendations made to increase active and sustainable travel

"I'm so pleased with the report. It's a really great basis from which we can work"

Francesca Iliffe, Strategic Sustainability Manager at Adur & Worthing Councils

Sustrans is the charity making it easier for people to walk and cycle.

We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute.

Join us on our journey.

www.sustrans.org.uk

Registered Charity No. 326550 (England and Wales) SC039263 (Scotland).

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Southampton area Travel Plan Network

Southampton area



The challenge

Journeys form a substantial part of most people's day, and cost a lot to organisations directly and indirectly.

Huge amounts of money are lost on fleet maintenance, fuel, parking and lack of productivity due to unproductive time spent driving, congestion, and absenteeism due to physical inactivity. And of course, every journey fuelled by fossil fuels contributes to pollution and carbon dioxide levels.

Managing journeys effectively is no mean feat. Despite the enormity of the task, the role is frequently tagged on to people's day jobs, and is often overlooked altogether, with little to no budget or senior level support.



The solution

The Southampton Area Travel Plan Network was set up over ten years ago to provide support for those with travel planning responsibilities. Members range from small to large-scale corporate businesses, local authorities, universities, public transport and sustainable transport service providers, to individuals and community-interest companies. They benefit from discounts on sustainable products and services, regular updates on local transport issues, and an advice line direct to Southampton City Council's Transport team. Four meetings are put on yearly, with presentations and training workshops to share best practice, inform on latest travel technologies and methods of working, talk through transport challenges, and most importantly meet others with similar roles and responsibilities. Membership of the Network also opens the possibility of accessing Council grants for sustainable transport initiatives.. Sustrans has been running the Network for eight years. In that time it has grown to a membership of over 100, with meetings 30 and 40 strong. The group represents well over 33,500 people locally.

Key facts



Network of
over 100
workplaces



Representing
33,500 local
employees



Meetings every
3- 4 months

**It's a great way to
connect with other
organisations, we
get to share
challenges,
successes and new
initiatives.**

University of Winchester

Sustrans is the charity making it easier for people to walk and cycle.

We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute.

Join us on our journey.

Images © My Journey Southampton





Business Network

North Bristol SusCom

The challenge

North Bristol SusCom is an independent, business-led network – representing 25 employers, 45,000 employees and 30,000 students – made up from leading employers from a range of sectors. It works to reduce congestion and enable the growth of sustainable transport in the North Bristol area.

SusCom formed in 2012 because serious congestion problems across North Bristol were negatively impacting businesses. Employees struggled to get to work and businesses had difficulty recruiting staff due to traffic, and day-to-day operational activities were affected. Businesses leaders were frustrated with approaching the council and transport providers individually, and worked together to form North Bristol SusCom.



The solution

Working collaboratively as one, North Bristol SusCom enables local businesses to have a greater impact than if acting alone. The group contributes to transport solutions and drives forward positive change for businesses and employees.

SusCom works strategically with regional and national partners to attract investment for sustainable transport infrastructure and to influence local policy. They have helped attract funding and support bids for millions of pounds worth of transport investment in the area.

The group also feed into strategic planning and major consultations, ensuring decision makers understand the needs of business and commuters, and to ultimately reduce congestion. They have developed a group travel plan, which outlines collective achievements and priorities to support a fully integrated, multi-modal transport network for North Bristol.

SusCom businesses work to achieve mode shift within their operations by enabling employees to use sustainable modes and managing overall transport impact. By running collective campaigns and pilot schemes, and sharing experience, SusCom share best practice within the network and beyond.

Main photo by CoWomen from Pexels

Key facts



Engaged with 250+ businesses



Responded to 50 major consultations



Won 18 Travelwest business awards



SusCom understands that reducing traffic congestion and enabling walking, cycling and use of public transport is vital for long-term business prosperity and the health of employees.





Sustainable travel



The challenge

North Bristol NHS Trust (NBT) is the largest acute healthcare provider in the South West, with numerous sites and over 8,000 staff. Redevelopment of the Southmead Hospital site, which included the new Brunel building, was completed in 2019 and provided a good opportunity to make sustainable travel improvements on the site.

NBT has ambitious sustainable development plans which form a key part of corporate vision and policy, travel is just one element of these wider plans. NBT have been delivering travel plans for over ten years, the most recent version was updated in 2019.

The solution

In line with NBT's travel plan, the Trust has been engaging with staff, patients and all visitors (including suppliers, partners and other stakeholders) on sustainable travel and the health co-benefits. The Trust monitors and reports the impacts from travel to the site and assesses opportunities for improvements. Their parking permit system uses criteria relating to journey distance and time from home to site, which encourages staff who have the option to choose alternative modes of travel, to use them.

NBT also provides information, facilities, processes and infrastructure to facilitate and incentivise sustainable and active travel. Since 2014, the Trust has installed over 600 cycle parking spaces including five staff-only secure stores such as the Brunel Cycle Centre (300 undercover spaces with change/shower/locker rooms).

NBT communicates with staff, patients and visitors through social media channels, website and intranet, leaflets and posters, and Trust-wide daily messages. The Trust also run TravelSmart; the personal travel advice bureau which includes staff initiatives such as bike loans, information stalls and roadshows, personal travel planning, Dr. Bike sessions and signposting to external support such as cycle training and bus discounts.

Key facts



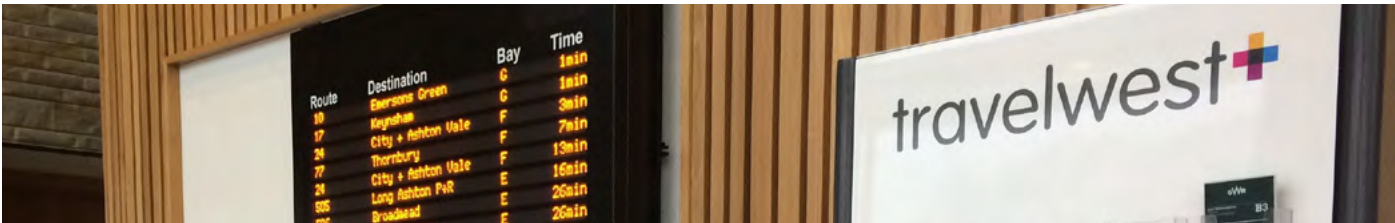
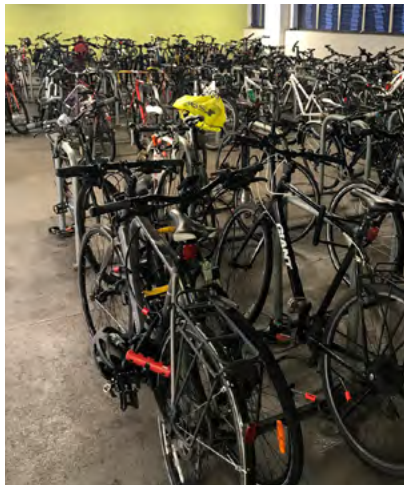
Staff single occupancy car use has decreased by 19%



Staff cycling has increased by 4%



Increase in 600+ cycle parking spaces since 2014



CASE STUDIES



Stockley Business Park

We developed and delivered a comprehensive Travel Demand Management Plan at Stockley Park Business Park, located near Heathrow Airport. The park is home to circa. 8,000 employees at companies including Apple, Marks and Spencer, Lucozade Ribena Suntory, IMG Productions and Glaxo SmithKline.

At the outset of our appointment 77% of staff commuted to and from the park as single-occupant car users with concentrated departures during the afternoon peak travel period generating significant delays and queuing at the site exit.

Initially we engaged with companies and their staff to gather evidence and opinion to inform a travel planning investment programme. We subsequently prepared a plan detailing the specific measures that have been, or are now being implemented. These included:

- Personal Travel Planning advice offered to employees, showcasing viable commuting options using sustainable forms of transport.
- Employee-engagement activities and competitions promoting active travel in exchange for rewards
- A comprehensive review of bus operations at the park, to identify potential new services or enhancements to existing services.
- Hosting a series of on-site roadshow events to raise awareness of sustainable transport options employees can consider.
- Introduction of a private car sharing database to facilitate higher levels of car sharing across the park.
- Enhancements to the existing Stockley Park website to make travel information mobile accessible and compatible with smartphone devices.

As Travel Plan Coordinator for this site we led the implementation of these measures and monitored their effectiveness. We also undertook regular programme reviews alongside the company representatives to inform a forward programme and budgeting decisions.

Surveys have shown the percentage of staff commuting to and from the park as single-occupant car users has fallen from 77% to 69%.

This helped reduce on-site car parking pressures and spread afternoon departures to advantageously reduce vehicle delays and queuing when exiting the park at the end of the working day.





The challenge

The University of Portsmouth has several car parks across its city centre campus. Their 2017-20 Travel Plan has targets to reduce the number of people travelling alone to university buildings, and increase the number of people using sustainable travel modes – both for environmental reasons and to reduce pressure on car parking.

Staff consultations highlighted that many staff struggled to find parking spaces after the 8:30 peak, and many were arriving significantly earlier to secure a space, for many this was considered stressful and unfair, particularly for those who were unable to arrive earlier due to childcare or other responsibilities.



The solution

A new parking policy was introduced in September 2019, which increased the cost of an annual permit from 0.3% of staff gross basic salary per annum (£53.05 - £282.12 depending on salary) to £500. Lower pay grades will have a staggered three year increase to £500. Part-time workers are charged on a pro-rata basis and there are some exclusions, including disabled people.

An 'exclusion zone' for was also introduced – staff living within two miles are no longer permitted to apply for parking permits unless they meet certain criteria.

A staff travel survey was conducted in March 2020 – 55% of staff who previously had a permit didn't renew, 46% of which were due to the exclusion zone and 36% due to the price increase. Regarding staff who previously had permits, 44% no longer use a car as their primary commuting mode, and staff reported that it was much easier to park.

This suggests that policy changes were effective at managing car parking pressures and encouraging the use of other transport modes.

Key facts



55% reduction in permit renewals



44% no longer use car as primary commuting mode



Those who drive say it is easier to park



Many staff struggled to find parking spaces after the 8:30 peak, and many were arriving significantly earlier to secure a space.





Delivery service for businesses E-cargo bike

The challenge

Hounslow Council and Sustrans, ran a six-month trial e-cargo bike delivery service, in partnership with London Bike Hub, for businesses in the Chiswick area from September 2020. The trial encouraged active travel business journeys reduced the number of car journeys made; and aided high street resilience in the COVID-19 crisis.

The cargo bike scheme helped deliveries at two of the Chiswick flower markets, and through partnership with Our High Road, the app to shop local, the trial helped to deliver one or more cargo bike deliveries to a further 21 businesses.



The solution

Roll out of the service worked with businesses in and around the Chiswick area, delivering a free service for customers within a 2.5 mile radius. The service was able to deliver a wide range of items from gifts, alcohol ambient food, clothing, only excluding hot and perishable foods.

To start with, the deliveries occurred twice weekly, on Tuesdays and Thursdays between 4:30pm and 7:30pm. In the lead up to Christmas, this increased to six days per week and offered an in store 'buy now and delivery later' option.

Cllr Hanif Khan, Cabinet Member for Transport at Hounslow Council said:

"This is a wonderful initiative that delivers on so many levels! To make our streets cleaner, healthier and safer for pedestrians and cyclists, we need to reduce the number of car trips being made and allow people space to socially distance while they shop.

"We would encourage local businesses to take advantage of this great new free service. Hopefully it will prove to be very popular."

Key facts

Chiswick Flower Market trial



264 deliveries in total (including the flower market)



Total distance travelled = 618.1km

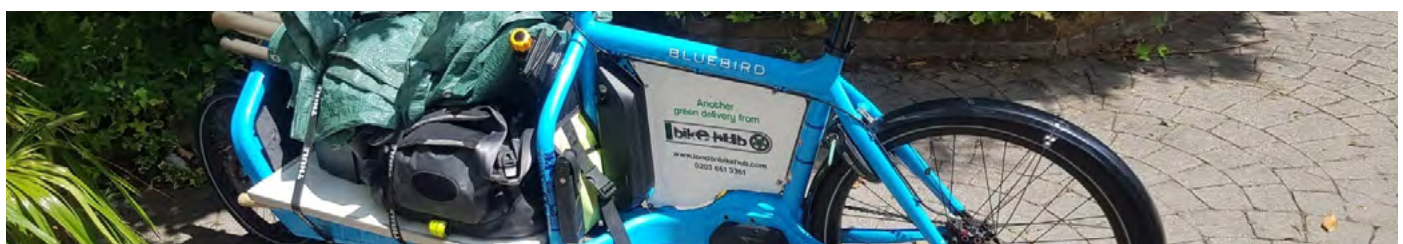


159kg CO2 saved



Using cargo bikes to do local deliveries is a great idea and offers local people great convenience when they are walking or cycling

- Cllr Hanif Khan, Cabinet Member for Transport at Hounslow Council



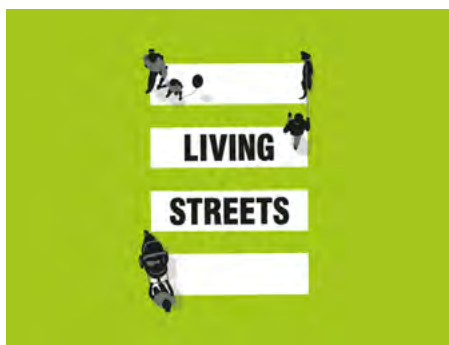


Small steps to a healthier future **Walking Works**

The challenge

Lynne, from West Sussex, had experienced a breakdown, and was living with depression, diabetes, carpal tunnel and asthma. She was overweight and unhappy; with how she looked and the effect her weight was having on her health.

Lynne received information and advice about the benefits of walking, as part of the Walking Works programme, which embeds the culture of walking into workplaces. Lynne began taking small steps. She says: "It's very relaxing walking in nature, breathing fresh air and a chance to get out of the office and away from work issues, even for 30 minutes."



The solution

Lynne gradually began walking more, she says "I did speed walks around the park, gradually building up distance and speed. It really helped my breathing and improved my lung capacity, so I didn't have to use my inhaler as often. It helped my mental health as I was outside enjoying nature and giving myself the break away to de-stress."

The Walking Works programme starts with a consultation to find out individual organisation's needs, and Living Streets' expert staff advise on initiatives to increase walking rates amongst staff. These can include walking maps, walk champion training, workplace street audits, led walks, employee walking advice, comms support and pledge events. The programme works for all businesses large or small, based in an urban or rural location. Living Streets has the tools required to introduce more activity into workplaces. Even from small steps, we can all feel a big change in our lives.

The programme has been re-developed so it's appropriate to run safely and effectively during the pandemic.

Key facts



26% of UK adults with fewer than 30 minutes physical activity a week

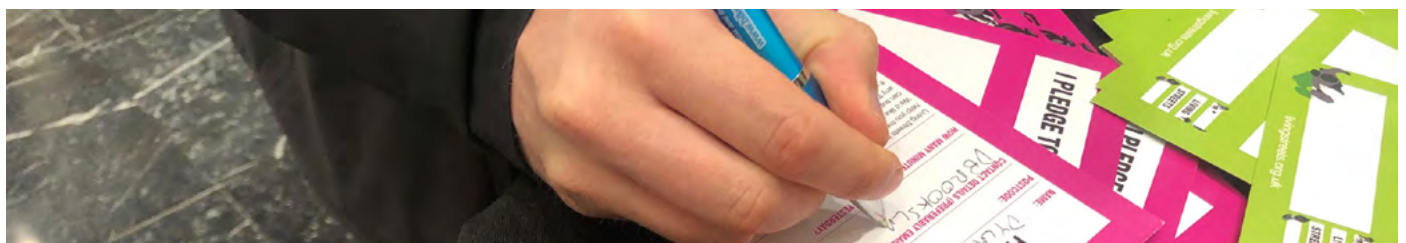


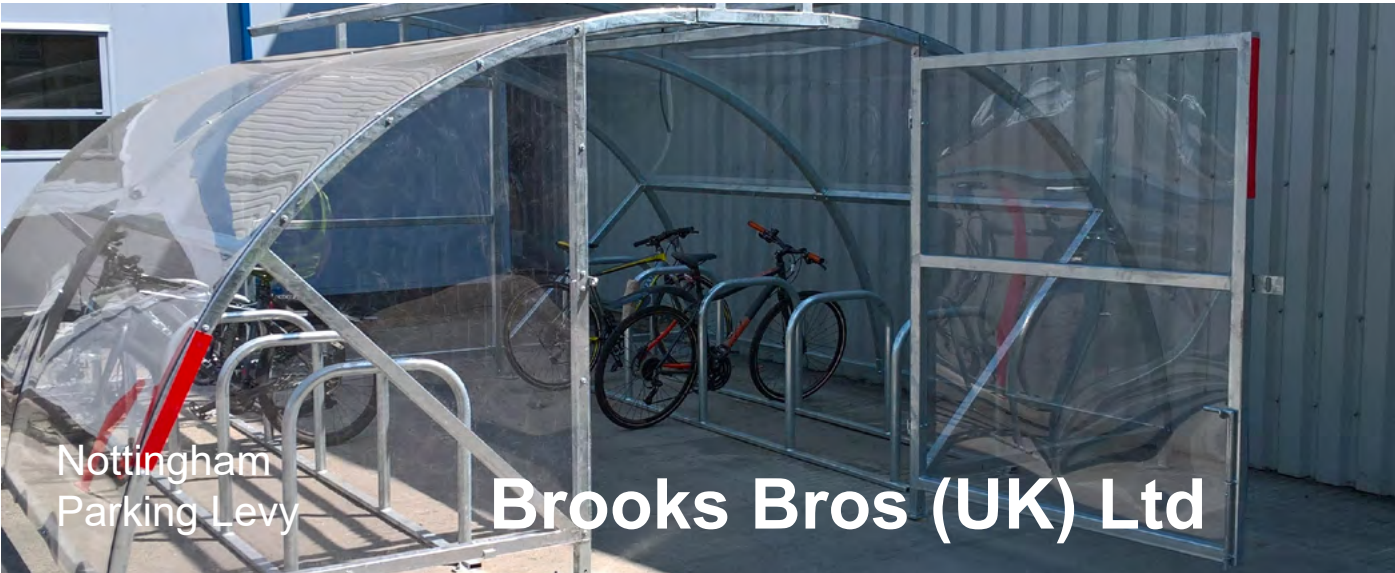
Regular exercise boosts performance by around 15%



Making walking part of your office culture requires a shift in people's routines. We understand the importance of staff engagement and bring a lot of experience working with organisations to achieve cultural change and create a happier and healthier workforce.

Kevin Croasdale, Living Streets





The challenge

A Workplace Parking Levy (WPL) is a modest charge for employers who provide workplace parking. It is an innovative method of congestion charging, a way of reducing the amount of people regularly driving to work whilst generating funding to invest in wider transport infrastructure.

Nottingham City Council introduced a Workplace Parking Levy to tackle problems associated with traffic congestion, providing both funding for sustainable transport infrastructure initiatives, and active as an incentive for employers to manage their workplace parking provision. Funding for sustainable transport infrastructure can be applied for via the council's Workplace Travel Service.



The solution

Brooks Bros is one of the UK's leading timber suppliers, operating out of a number of sites around the UK including one on Lenton Lane, an industrial area within Nottingham City.

The company wanted to encourage more of their employees to cycle to work – to commute in an environmentally way, reduce staff parking and to free up more space on site for storage and safer forklift movements.

With support from the Workplace Travel Service, they completed an expression of interest and carried out a staff travel survey, which showed support for cycling. The measure identified as most likely to encourage staff to cycle was a secure cycle shelter – providing assurance to staff that bikes were safe and protected from bad weather.

The company subsequently successfully applied for a £4,635 grant towards an 'Astirvant' secure cycle shelter and ten 2-door Broxap lockers. Brooks Bros contributed an additional £1,545 towards the shelter as match funding. The Workplace Travel Service also hosted an on-site event and a Dr Bike session for cycle maintenance.

Key facts



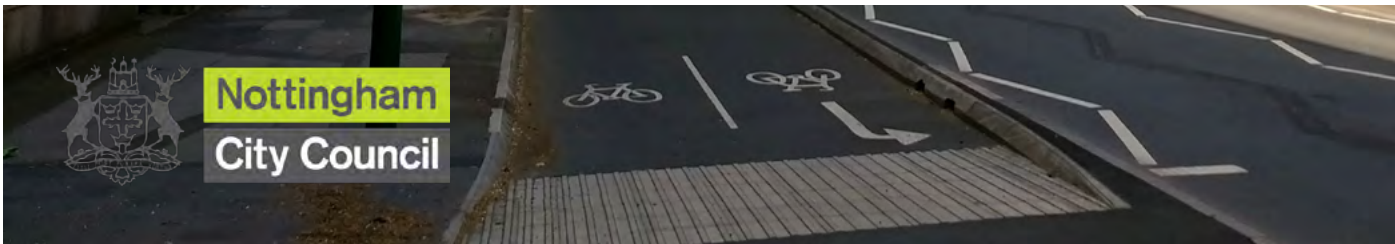
**27% on site
reduction in
parking spaces**



**Increased
number of staff
cycling to work**



**£4,635 grant
secured**





Business Sustainable Travel Grants

Travelwest

The challenge

It is well documented that supporting staff to cycle to work can increase workplace loyalty, reduce sick days and improve staff retention. Creating a cycle friendly culture is important, but can counterproductive if staff are then faced with challenges due to lack of facilities at work. A quick, safe place to park a bike near to a main entrance ensures cycling is an attractive option. Lockers and showering facilities also help staff feel confident and comfortable to take up an active commute. Such investments both make cycling easier and show a visible commitment to active travel, but often businesses see costs as prohibitive.



The solution

Local authorities across the West of England worked together under Travelwest branding to support sustainable travel across the region. A business grants scheme has been running for several years, helping companies purchase pool bikes, e-cargo delivery bikes, cycle shelters, and shower and locker facilities. The scheme offered up to £10,000 per business, with 50% match funding required.

Funding was released in rounds with walking and cycling schemes given priority over electric vehicles. Between 2017-2020 they part funded £1.2m of infrastructure for small, medium and large businesses.

The scheme was accompanied by a small grant pot for sustainable travel engagement activities. Businesses could apply for £250 to deliver bike breakfasts, cycle to work day events and other incentives. Travelwest offered businesses free Dr Bikes, Personal Travel Planning roadshows and support for on-site champions to accelerate mode shift.

Staff surveyed at participating businesses said they were more likely to travel sustainably due to the interventions. Increases in cycle commuting and greater staff happiness with commute have been seen across the region.

Key facts between 2017-2020

165 grants awarded to businesses

£762,000 match funding provided by businesses

£1.2m of sustainable transport infrastructure installed

98,810 staff working in businesses who received grants



Infrastructure definitely increases behaviour change but this needs to be hand in hand with staff engagement. It starts with desire from a business to increase cycling, their commitment to help staff, then a package of offers built around that. The infrastructure and the behaviour change programme together start to break down barriers to cycling.



travelwest+



Cycle Communications Campaign

Better by Bike, Bristol

The challenge

Bristol City Council (BCC) runs regular communications campaigns to promote cycling across the city. Their long established brand, Better by Bike, which is known as a one-stop shop for all things cycling related in Bristol and West of England. This is used to promote new initiatives and infrastructure, raise awareness of cycling issues and ultimately increase the number of people travelling by cycle.

Historic campaigns have targeted different audiences, November 2019's '75 miles, 12 routes, 2 wheels' campaign was designed to promote Bristol cycle routes, whereas their previous campaign, 'I bike it, I like it', was targeted at people who were new to cycling.



The solution

These recent campaigns have consisted of both organic (posts which happen on their own – for example, a social media post from a cabinet member) and paid for social media posts, the latter is able to be targeted at specific groups – such as cyclists/ non-cyclists in Bristol. BCC commissioned an online advertising company, Stuff Advertising based in Bristol, to develop social media content and analyse results.

These campaigns are monitored through social media metrics, google analytics, website traffic and conversion rates of BCC cycling offers. BCC has also previously used on-street counters to monitor cycling numbers, but these are much more expensive in comparison.

Previous campaigns have seen traffic to the Better by Bike website increase by over 200%, and social media posts reach over 16,000 people.

Bristol's '75 miles, 12 routes, 2 wheels' was an extensive social media campaign, which coincided with the launch of the Bristol Cycle Network and new Cycle Planner. It came runner up in the Modeshift Excellence in Cycling Awards.

Key facts

% Web traffic increase of over 200%

👤👤👤 Social media reach over 16,000 people

👤👤👤 Consistent increase in new followers and page likes



BETTER BY BIKE

Free cycles for hospital staff in Hastings

Enabling more NHS staff to cycle commute



The challenge

During the first lockdown there were fewer motor vehicles on the road. Government data detailing the change in transport use has shown that cycling levels rose by up to 300% on some days. As we came out of the first lockdown and people returned to work, the use of motor vehicles began to rise. One effect of the pandemic has been to discourage people away from public transport, often into their cars, as a way of maintaining social distancing.

Sustrans wanted to provide an alternative option and to encourage and enable more people to consider cycling as a means of local commuting.

Sustrans set up a Cycle for Keyworkers scheme to loan bikes through Peacehaven Cycle Hub and Eastbourne Cycle Centre and promoted it widely across East Sussex. We were approached by keyworkers from Conquest Hospital who were keen to take advantage of the scheme.



What we did

The initial scheme focused on the areas of Peacehaven and Eastbourne, bikes were limited and the scheme was very quickly oversubscribed.

Sustrans were keen to offer a similar scheme in Hastings, but struggled to find loan bikes.

Sustrans contacted community bike project Hastings Bike Lab and came up with a plan to fund the refurbishment of abandoned bicycles.

Sustrans advertised the scheme to hospital staff, with the NHS Trust's active travel officer.

Twenty bikes were handed out to NHS keyworkers. Staff who took part completed surveys before and ten weeks on to measure the impact of the scheme on their travel behaviour. Staff were asked how they intended to use the bikes as they were handed out. Answers included for exercise, to take up cycling to work, as well as using them for shopping and errands, and to cycle with their children.

The follow up survey showed a significant increase in cycling activity, together with a markedly positive change of attitude towards the idea of cycling as a means to commute (see key facts for figures).

Key facts



Total weekly time on a bike up from 16 hours before to 53 hours after scheme (N=18)



55% of participants agreed they were now more likely to cycle to work



9 times more participants now cycling as a result of the scheme

"I can't thank you enough for this bike it brought me closer to my family as all of them go cycling and I could finally join them."

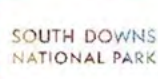
Rihab Abdulrahman, biomedical scientist

"I now cycle to work every day and with my kids too".

Carly Gurney, nurse.



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TRAVEL CHOICES



Cornerhouse

Pool bikes to reduce impact of business travel

Cornerhouse is Manchester's international centre for contemporary visual arts and independent film. Located adjacent to Oxford Road station it is easily accessible by public transport, on foot or by bicycle. Because of this, and its own work championing sustainable travel, car commuting is at an extremely low level. However taxi use for business trips had increased by 12% since 2010, and represented a significant operating cost.

In Autumn 2013, Transport for Greater Manchester began working with Cornerhouse to complement its ongoing commitment to sustainability. This included advising on the re-design of elements of the website to facilitate visitor access by more sustainable methods, and the provision of loan bikes for staff to help encourage sustainable business travel.

Loan bikes from TfGM's Travel Choices proved to be very popular and the success prompted Cornerhouse to apply for a Travel Choices Sustainable Travel Grant in order to purchase its own pool of bikes for staff.

Dave Moutrey, CEO, commented "We have taken advantage of free training and advice given by Travel Choices and hope that having pool bikes will help us to achieve a reduction in taxi costs incurred during business hours; staff well-being will improve through increased use of bicycles and public transport; and carbon emissions from travel will be reduced. The Sustainable Travel Grant will help us to achieve these action plan goals."

With a fleet of three folding bikes and two hybrids to accommodate different types of journeys, riders and routes, Cornerhouse is setting the bar for behaviour change that will become common practice by the time they move into their new venue HOME in Spring 2015.

As a result of having readily available free-to-use bikes, Cornerhouse staff have made over 100 business journeys by bike. Two employees have been inspired to buy their own bikes and now cycle to and from work.



Stagecoach Manchester

Sustainable travel planning for a multi-site operator

Transport for Greater Manchester's Travel Choices team worked with Stagecoach Manchester to develop a multi-site travel plan which promoted commuter cycling for staff across three of its depots. Using a Sustainable Travel Grant, improved cycle parking has been installed, with loan bikes and on-site training arranged.

Stagecoach Manchester employs around 2,300 staff. Shift work and the need for staff, especially drivers, to travel outside normal bus operating hours led to high car use and strong demand on the limited parking spaces available at sites.

Committed to promoting sustainability across the organisation, Stagecoach had already undertaken a travel survey of employees, and with TfGM's help was able to analyse the data and plot postcodes to help create a practical and effective travel plan for the business.

With a network of travel champions at each site Stagecoach is able to disseminate travel information and organise co-ordinated events.

Andrew Howard-Smith, Stagecoach's marketing assistant, explained: "We are particularly keen to promote cycling to our depots, as this offers the necessary degree of flexibility to cope with shift times, will improve the health of the workforce, and save them money."

Stagecoach Manchester also took advantage of a TfGM Sustainable Travel Grant for cycle storage, at three depots supported by a package of cycle-related activities including:

- **Free adult cycle training and maintenance classes and pool bikes provided by TfGM**
- **Assistance in setting up a Bicycle User Group at depots**
- **Set up of a tax-efficient cycle purchase scheme for employees which has already received 300 applications**
- **Cycle-themed events and promotion for staff.**

The company is also training all of its drivers to be more aware of cyclists' needs on the highway, which will help reduce the perceived danger for all bike users.

www.tfgm.com/businesstravel

Case study

Leicester City Council



Challenge

Leicester City Council's vision is to "transform Leicester into Britain's sustainable city that will be a great and prosperous place to live but also somewhere that does not place a burden on the planet in future years." To achieve this vision, the council sought expert guidance from international 'Healthy Streets' expert Brian Deegan, one of the main authors of Transport for London's cycling design standards, and these objectives were set:

- reduce congestion;
- improve journey times;
- improve air quality and reduce noise;
- reduce carbon emissions;
- improve quality of life.



Since these objectives were established, improvements have been made to the local infrastructure with a view to creating safer and more attractive routes for both cyclists and pedestrians.

To reduce the number of short car journeys it's 8,000 employees are making, the council reviewed its cycle-to-work provision. The council's incumbent cycle-to-work provider is restricted by the traditional £1,000 limit and charges an end-of-scheme exit fee. This means that employees cannot always get the bike they really want and therefore uptake has been lower than expected.

Solution

During 2016, the council's Transport Strategy Team was introduced to Green Commute Initiative; a cycle-to-work scheme with no £1,000 limit and no exit fees, on which participants can choose any bike, including commuter-quality E-bikes. This resulted in the council committing to using GCI alongside its incumbent provider.

Leicester City Council elected to use the Framework agreement which was established with Somerset County Council. This enabled them to follow best practice and avoid the overhead of the tender process. This decision introduced the council to My Staff Shop, a staff benefits provider, who were responsible for the Framework agreement. My Staff Shop provided the platform through which the council's employees access the cycle to work scheme.

Green Commute Initiative set-up the council on its Corporate portal which allows appointed scheme managers at the council to approve and progress-check applications. Through the portal, the scheme managers set parameters such as a £5,000 limit on bike packages and a salary sacrifice period of 3 to 48 months.

The scheme was launched to council employees on 1st April 2019 and to-date more than £20,000 worth of bikes has been acquired. The average order value is more than £1,400 and bikes ordered include Wisper E-bikes, Pashley and Trek cycles. Leicester City Council in conjunction with Sustrans has put on guided rides to give council employees the chance to try an E-bike for free and build confidence. In addition, new starters are encouraged to think about cycling to/from and during work.



The challenge

Southampton City Council created the first of its new 'Southampton Cycle Network' routes from the New Forest to the city centre. The route is high quality and safe, with a combination of segregated cycleways, shared use paths and quiet ways that new cyclists can use easily. The Challenge was to get people using it, and therefore create a campaign that would reach the variety of potential users of this new route. It needed to raise awareness of the route and to get people cycling on it instead of driving the car.

The solution

The council's insights team identified that people with the greatest propensity for cycling more regularly were young adults, people employed full time, those that make short journeys, those who currently cycle for leisure, those that use the internet regularly, and particularly using Facebook /Twitter.

These audiences were targeted on social media, with tailored content depending on their locations, and relating to commuting or leisure depending on their location eg city centre or new forest. Lots of different videos and campaign artwork was used to minimise fatigue and continued to engage different people.

In addition, residential areas and roads nearby were targeted with billboard and smart screen ads and the local hospital and GP surgeries also displayed the content on their smart screens and had leaflets to further broaden the campaign. A letter drop was also carried out in areas adjacent to the route.

The council's sustainable transport website had a dedicated landing page to encourage new cyclists to use the route. This included a full video of the route, an interactive map and detailed descriptions of the route. This can be viewed at [www/myjourneysouthampton.com/SCN1](http://www.myjourneysouthampton.com/SCN1)

Key facts

93% people surveyed would recommend the route

£30,000 spent on campaign

From 2018 -2019 10-15% increase in cycle route usage at peak times

From last 6 months around 60% increase after campaign

Explore the SCN1

Redbridge Road

● Shared use Path

Allington Road

● Crossing point

Second Avenue

○ Segregated cycleway

Millbrook Roundabout

● Crossing point

First Avenue

● Segregated cycleway

Crossing onto Third Avenue

● Crossing point

“

More videos or photos please of all the cycle routes in and around Southampton, they give a really good idea where you're going, especially as a vulnerable cyclist!

”





The challenge

Aviva has an office for 850 employees at Hampshire Corporate Park in Chandler's Ford. With only 200 on-site parking spaces and congestion problems in the area, providing alternatives to car use is critical for effective business operation. Aviva aims to address its limited parking and to take a proactive approach to employee wellbeing, supporting staff mental and physical health through infrastructure improvements to facilitate walking and cycling, and behaviour change interventions run by on site staff. The company is also an active member of the My Journey Southampton Travel Plan Network, giving them access to information, support and local initiatives.



The solution

Aviva has developed a 'health hero' programme, recruiting wellbeing champions from each team who work together to delivery wellbeing activities. This has improved a sense of community and collaboration across their teams, around wellbeing and more widely.

Mark Bailey, Senior Test Manager and 'Health Hero' for the Chandlers Ford office, said:
"I started cycling to work and found it took me half the time as driving to the Park & Ride and getting the shuttle. I also feel a lot of happier when I'm cycling, rather than being stuck in traffic. That's why I became a Health Hero - I wanted to communicate those benefits to others."

Aviva has also invested in on-site infrastructure, including showers, lockers, drying facilities, cycle maintenance equipment, locks and lights. Through the My Journey Southampton Workplace Grants, Aviva has also invested in pool bikes to support and encourage staff with 'try before you buy' longer-term loans, or same-day use of bikes to attend meetings or access the nearby park and shops.

Key facts



30% increase in cycling



Improved facilities



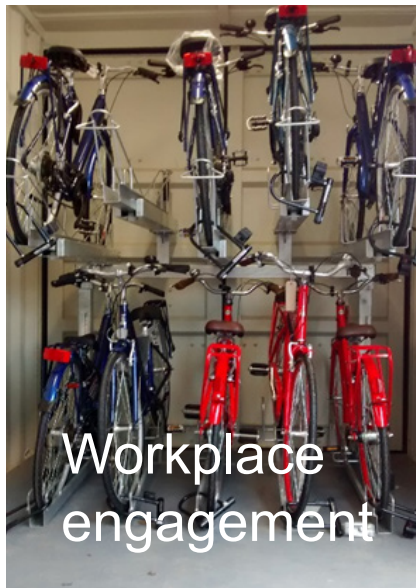
Improved sense of community and cross-team collaboration



We've definitely had an increase in cycling—there has been approximately a 30% increase from this time last year. There is a building culture around wellbeing, and the promotion of health areas has really helped.

Mark Bailey, Senior Test Manager and Health Hero, Aviva.





The challenge

Sustrans' Belfast Bike Hub was established in 2018, as part of a European funded project to increase cycle commuting and share best practice. Situated between two greenways, the hub is ideally placed to support local people to cycle and raise awareness.

It took some time for the project to gain momentum, but this was helped with social media adverts, email communications and an online presence through Sustrans' website. Sustrans set up the Pedal Perks cycle reward scheme, aimed at small retailers and hospitality venues – participating businesses could benefit from a cycle stand - 30 businesses took part.



The solution

Staff developed relationships with local workplaces, offering people the chance to make more of their regular commutes by cycle. We supported local businesses through activities and installation of cycle parking – employers such as the hospital and shopping centre were among those to benefit. Activities included led walks and rides along the greenway, information events, cycle maintenance, cycle loans, learn to ride sessions, cycle training and active travel challenges. We also referred businesses to Cycling UK's Cycle Friendly Employer scheme, and recruited a network of champions who could share information with colleagues, run and promote events.

The hub's central location worked really well and was key to the success of the programme. Having a central place to deliver activities with cycles on site was a huge asset. Counters were situated along the greenways to monitor cycle traffic, at peak times there was an increase in cycle traffic, therefore we can safely assume cycle commuting. Project participants were also asked to complete pre- and post-surveys, 28.4% of people reported that they cycled more now.

Key facts



28.4% people said they cycled more now



30 businesses signed up to Pedal Perks



“

I think the active travel hub events are really effective at encouraging people into cycling – local employee

”

Interreg 
North-West Europe
CHIPS
European Regional Development Fund

Sustrans AAfG

Active Travel Challenge 2019



The challenge

In recent decades, acceptance of single occupancy car (SOC) journeys to and from work and those made for business purposes has been normalised. Perceived barriers such as poor weather, incomplete infrastructure, not wanting to get “sweaty” or knowing how to get to a destination by public transport can be a major deterrent to some workers in East Sussex. This is particularly true for work journeys, a quarter of which are less than 2km.

The task for the 2019 Active Travel Challenge was to maintain and build upon the momentum established in 2018. The Active Access for Growth (AAfG) partnership wanted to inspire more individuals and workplaces than ever, to take part in the challenge. With air pollution and the climate crisis being widely discussed, the team also wanted to demonstrate the positive impact of small changes made by individuals.

Active Access for Growth is funded through DfT Access Fund and focusses on inspiring and enhancing existing and longer term active travel (cycling, walking and public transport) across three key growth areas- Newhaven, Eastbourne/South Wealden and Bexhill/ Hastings.

What we did

A decision was made in December 2018 to bring the challenge forward to June 2019. The partnership wanted to increase participation and maintain subsequent behaviour change during the summer months. It was anticipated this would avoid the peak holiday period for most workers.

In the build up to the launch, the website was revamped to make it more user-friendly for mobile phones. An “expression of interest” email banner was created to increase awareness and capture early signatories. Communications were sent to workplace champions and key organisations such as Active Sussex. In addition, Sustrans’ Active Travel Officer gave a live interview on Hailsham FM.

A range of publicity events were organised such as Clean Air Breakfasts, Dr Bike sessions and pop-up give ways. The team visited workplaces across the project area including The Beacon, Eastbourne, Harvington Business Park and Priory Meadow, Hastings. The prize package had a sustainable theme and included a two nights stay in a luxury eco-cabin at Swallowtail Hill Rye.

Fifty-two workplaces registered, saving more than 75,000kg CO2 collectively. 156 participants switched from SOC’s to either walking, cycling or running and made 1,810 journey’s between 1st-30th June.

Key facts



523 participants
signed up for the
challenge
• ↑ 44%*



967, 200+
calories burnt
• ↑ 50%*



39,800+
miles logged
• ↑ 33%*

*percentage ↑ from 2018-19 challenge

“This challenge has been giving me an extra little push into ditching the car and doing meandering my way to and from work instead. Met some lovely neighbours in the process too.”

For more information contact Janie Burrage, Janie.Burrage@sustrans.org.uk or 07827 082172



In partnership with



SOUTH DOWNS
NATIONAL PARK



EAST SUSSEX
PEDAL POWER



sustrans



University of Brighton





The challenge

Employers are increasingly aware of the benefits that cycling brings –reducing sickness absence, improving employee productivity, reducing congestion and demand for car parking. They understand their responsibilities to support their staff to make healthy choices, protect the environment and respond to the challenges that a net-zero carbon economy presents. Cycling can be a cost-effective solution to these challenges.

Businesses want to encourage and promote cycling, many are unsure where to start, what to offer and the activities that will support it. Employers want to understand the return on investment for their efforts and how they can be recognised for excellence.

The solution

Cycling UK recognises various interventions are required to support cycling. These depend on the context and circumstances of each workplace, but can include facilities, policies and procedures, and communications that promote active travel.

The Cycle Friendly Employer accreditation provides a straight-forward, cost-effective way for businesses to audit their cycling offer, including facilities, communications and parking management. It provides a benchmark and recommendations to improve cycling at workplaces. Lasting for three years, it provides a network of support and inspiration from local authorities, NGOs and other companies.

Cycling UK further supported 87 business to develop and deliver multiple interventions encouraging cycling. Officers worked collaboratively with businesses, to create a bespoke package to meet their specific requirements.

Using Cycling UK's grant scheme, businesses applied for Dr Bike sessions. Cycling UK development staff also delivered multiple remote webinars, helping to overcome barriers over cycling to work. Sessions boost confidence, deliver practical skills and knowledge to those considering commuting by cycle and for those looking to improve their journey to work.

Main photo © Joolze Dymond / Cycling UK.
Footer photo © Sustrans

Key facts



500+
businesses
engaged



100,000+
employees
impacted



**40 workplace
grants**



We have been promoting cycling for many years, but it helps to validate what we're doing and inspires us to achieve more, showing best practice.

John McCann - Queen's University Belfast



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Publication date: 26th July 2021.
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The Moment of Change guidance has been produced by Sustrans with support from the Department for Transport, and is available to download at www.activetravel.org.uk.

Sustrans is the charity making it easier for people to walk and cycle.

We connect people and places, create liveable neighbourhoods, transform the school run and deliver a happier, healthier commute.

Join us on our journey.

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www.sustrans.org.uk

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