

***Bike Now:* Encouraging cycle commuting in
New Zealand
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Abbreviations and acronyms

ACC	Accident Compensation Commission
CEO	chief executive officer
HSC	Health Sponsorship Council
NZTA	NZ Transport Agency
SPARC	New Zealand Sports and Recreation Commission
TBhC	travel behaviour change

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Executive summary

This research project aimed to determine the most effective action or set of actions to use in a workplace situation to encourage people to take up (and continue) cycling to work. The initiatives explored included bike buddying; setting up bike buses; providing (commuter-oriented) cycle skills training workshops; installing secure cycle parking; providing cycle fleets for use while at work; arranging lease bikes so non-bike owners could give cycling a go; running puncture and/or basic maintenance workshops and providing assistance to plan safe, enjoyable routes to work.

Methodology

The *Bike Now* project involved approximately 40 workplaces in Auckland, Wellington, Nelson and Blenheim, New Zealand for a 12-month period in 2007 and 2008. Specially trained coordinators worked with 'champions' within each workplace to identify the initiatives of interest in their particular location (through an online survey of employees), implement them (as was feasible), and then to complete a 'follow up' survey online. Resource materials were created to facilitate implementation and uptake of different initiatives.

Results

In the follow-up survey after the *Bike Now* initiatives were implemented, we found evidence to suggest that cycling had increased in several of the 27 workplaces that completed the programme. Our research design did not allow us to isolate any individual, or even group of *Bike Now* action, as being 'pivotal' to this change. Because each workplace was unique in several ways: their policies; their workplace location, accessibility and setting; the mix of employees; and the combination of actions that were taken on by the workplace champions and management – it would be difficult to separate the effects of the range of *Bike Now* actions. Individuals may have been influenced by more than one action and not be aware of it. Indeed, in many cases, survey respondents indicated that they had other reasons for taking up cycling (eg to get fit, lose weight, save petrol money). An analysis of verbatim comments, however, revealed that 21 people attributed their increased propensity to cycle directly to the presence of the *Bike Now* programme in their workplace, although we still could not specifically pinpoint any one initiative that we offered as being 'effective'.

However, we can say definitively that bike buses and bike buddying made very little difference to cycling behaviour, as only about five people participated on bike buses as a result of *Bike Now*, and a handful actually had mentoring. Around 100 people participated in cycling skills workshops. While the follow-up survey did not highlight the impact of these workshops on people's cycling, the feedback questionnaires we asked participants to complete at the end of the workshop and the verbatim comments in the follow-up survey both indicated that participants found these workshops valuable and that they were, in fact, encouraged to cycle as a result of having completed the workshop. Several people commented on the increased or improved availability of cycle parking at their workplace as contributing to their increased cycle commuting, while others noted that being able to repair punctures or plan a route were contributing factors to their increased riding.

Fundamentally, we can say that the range of activities/initiatives and the presence of the *Bike Now* programme in the workplace had a noticeable influence, increasing cycling behaviour in a small but consistent way across our sample. Support for this new cycling behaviour was provided by having a

champion in the workplace and through the various prompts provided by the presence of the *Bike Now* initiatives, even though many people did not actively participate in these activities.

Recognising the probability of bias in our evaluation

Overall, while the response from those completing the survey was largely positive (all the markers suggest that there is more cycling occurring in the workplace now than prior to *Bike Now*), we have to acknowledge that bias-related issues undoubtedly affect our results, including:

- Self-selection bias (could be identified as non-response bias): those who have something to 'trumpet' are more likely to respond to the survey, while those who have not changed their habits do not. We suspect that self-selection bias was particularly a problem for our results, given the far lower response rate to the second survey. As we had a paired sample, we were still able to indicate change, but not as a percentage of the total population.
- Potential recall bias exists, where respondents could either fail to recall certain events or inaccurately match their level of cycling activity now to the recall period specified in the survey (September 2007).
- While the survey was conducted on a 'before' and 'after' basis with the same 27 organisations, it was not a 'proper' panel survey (using the same respondents before and after *Bike Now* was implemented, in effect 'using respondents as their own controls'), in that we did not match respondents from the before survey with those of the after survey.
- We did not have a 'control group' (or independent group) of businesses where *Bike Now* had not been initiated to take account of the impact of possible 'external factors' (eg increased cost of petrol; weather) on baseline cycling behaviour. It is possible that there was a general trend towards increased/decreased cycling to work due to such external factors. This could have the effect of decreasing or increasing the reported change in cycling to work.
- To address this issue, we examined Auckland region's (2009) manual cycle monitoring regional summary report for March 2007, 2008 and 2009 data. In Auckland city, the steady trend is a decline in the average number of cycle movements over the three-year period while North Shore City has had a consistent increase. The contrasting trends make it difficult to comment meaningfully on our results, which showed increases in all locations.
- Potentially faulty measuring devices (in terms of the specific questions used in a questionnaire which may have biased the response towards a positive finding). We did minimise the bias from question wording through careful design of survey questions, pilot testing and analysis of pilot-test results.

These potential biases mean that we cannot, with absolute confidence, state that *Bike Now* had a positive impact in increasing the number of people cycling to work over the whole population (the staff of 40 workplaces that started the trial). While there are some obvious steps we could take to overcome some of these biases, the time and resource constraints we faced pre-empted these.

If, however, we use the results from the sub-sample of self-selected participants, our results do show that a multi-strategy, process-based programme encourages people, who were previously either non- or occasional cyclists, to cycle to work.

Repeating the *Bike Now* Programme

The pilot of the *Bike Now* programme has included creating and refining several resources, including handouts or manuals designed to guide the entire process from recruiting organisations; engaging staff in the programme; the first and second surveys; running cycle skills workshops and implementing other initiatives.

Because of New Zealand-wide interest in the project, all of the resources are available to anyone interested in undertaking the *Bike Now* programme (see the appendices, or the Pinnacle Research & Policy Ltd website www.pinnacleresearch.co.nz, which has separate pdf files for the manuals and other resources).

There are various ways that the *Bike Now* resources and/or programme could be used to encourage people to cycle to work: implement the full *Bike Now* programme; implement individual initiatives; incorporate *Bike Now* into a workplace travel plan or within a larger workplace-based physical activity or occupational health programme; or use the *Bike Now* programme to kick start community-based travel planning.

Abstract

The aim of the *Bike Now* research project was to explore specific 'actions' that could be undertaken in the workplace to encourage people to take up (and continue) cycling to work. The actions included: bike mentoring/buddying; establishing 'bike buses'; providing cycle skills training; creating secure parking at the workplace; and providing a cycle fleet at the workplace for travel during working hours, among others.

The *Bike Now* project involved approximately 40 workplaces in Auckland, Wellington, Nelson and Blenheim, New Zealand for a 12-month period in 2007 and 2008. Specially trained coordinators worked with 'champions' within each workplace to identify the initiatives of interest in their particular location (through an online survey of employees), implement them (as was feasible), and then complete a follow-up survey online. This paper reports on the strengths and weaknesses of the process used; the effectiveness of the initiatives implemented; and provides some guidance for future programmes to encourage cycle commuting. The range of activities/initiatives and the presence of the *Bike Now* programme in the workplace had a noticeable influence, increasing cycling behaviour in a small but consistent way across our self-selected sample.

1 Introduction

1.1 Background

Travel behaviour change (TBhC) programmes are a component of travel demand management and an important tool for achieving New Zealand Transport Strategy (Ministry of Transport 2008) objectives, particularly those associated with public health, environmental sustainability and access and mobility. TBhC projects may be targeted at the travel patterns and behaviour of the community at large, or at individuals within households, workplaces or schools. Currently there is a multiple-year work programme in the Auckland region to create workplace and tertiary institute travel plans with either individual business/organisations, or clusters of businesses located in the same area.

Workplace travel plans have, as one of their aims, to reduce the use of the single occupancy vehicle for commuting to and from work. The emphasis is on replacing this type of journey with walking, cycling, public transport use or car pooling. To date, in implemented workplace travel plans, there has generally been very low uptake of the option to cycle, both internationally (Independent Social Research 2009) and in New Zealand (Auckland Regional Transport Authority 2008).

1.2 Range of *Bike Now* initiatives

This research explored six specific initiatives that could be undertaken in the workplace context, either as part of a workplace travel plan or as a separate programme, to encourage people to take up (and continue) cycling to work. The initiatives included:

- Bike buddying or mentoring: where a lesser-experienced cyclist is paired with a 'seasoned' commuting cyclist who can provide support (such as route planning; fixing punctures or other basic repairs; teaching of safe cycling habits; taking a familiarisation ride together) for the journey to and/or from work. The pair may choose to have an on-going cycling arrangement or it may be short term.
- Bike bus: in the US, these are commonly known as 'cycle pooling', essentially operating like a carpool, but with each participant on their own cycle. The group arranges a meeting point and time, and cycles to work together. In many cases the journey home is taken individually, but it could also be done as a group.
- Cycle skills training: this would be to provide the necessary skills to be road safe on the commuting cycle journey.
- Installation of secure parking at the worksite: this could be stands, cycle lockers, a cage or shed, or in an unused room in the building.
- Provision of a cycle fleet at the workplace for travel during working hours (to see clients, attend meetings, personal business etc). If people have a means of travel available to them at the workplace, it may mean that they are able to leave their car at home and use another mode to travel to work.
- Arranging for short-term hire or lease of a bike, so that an inexperienced cyclist or non-bike owner could 'give it a go'.

- Puncture/basic maintenance workshops – not being able to repair a puncture when cycling to or from work was perceived as a hindrance to undertaking the journey. We developed a detailed handout for puncture repair which was available to anyone.
- Providing assistance to plan a safe, enjoyable route to work. In some cases this was provided by an experienced cyclist. We also developed a handout providing guidance on route selection.

In the initial survey of staff, we also gathered information regarding other actions that the workplace could consider alongside *Bike Now* initiatives, including:

- providing a guaranteed ride home in the event of a family or other emergency. This could be as simple as making a taxi chit book available
- having a car or taxi chits available during the day for staff to attend meetings
- negotiating access to or installing showers and clothing lockers in or near the workplace.

We did not expect to implement every intervention in each workplace. Rather the focus was on those interventions identified by employees as having the greatest potential for successful implementation and uptake at their specific worksite.

We chose not to specifically offer the opportunity to launch mass cycling events or activities within organisations, such as Go by Bike Day (cycling to work or school), Taupo Cycle Challenge (a one-day 160km bike ride that can be done individually or in teams) or the Bike Wise Challenge (a month-long challenge open to any New Zealand organisation to 'see who can get the highest percentage of members/staff riding their bikes'¹). Such events are already well established in New Zealand and we did not want to replicate them. Rather, we wanted to create additional resources. Also, the impact of mass cycling events or activities encouraging people to regularly commute to work by cycle over the medium to long term (ie after the event is completed) is only in the early stages of being evaluated and understood. For example, see Rose and Marfurt (2007) regarding bike-to-work days; Bowles, Rissel and Bauman (2006) about a one-day event in Sydney, Australia; and, since 2008, www.getmorepeoplecycling.com which organises cycle challenges for UK towns and cities.

The focus of *Bike Now* was less on providing (costly) physical infrastructure, such as cycle lanes and showers, and more on interventions designed to overcome misperceptions about cycling generally, negative attitudes, personal safety and security concerns, lack of confidence and so on. Where physical infrastructure, such as lack of showers and changing facilities, was reported by employees as a significant constraint, these were noted and reported to the employer for potential future action, as well as being recorded for the purpose of this research project.

¹ For more information, see www.bikewise.co.nz/index.php/section/category/bike_wise_challenge/

1.3 Structure of this report

This report is structured as follows:

- Chapter 2 outlines how the project team was established (including the selection and hiring of *Bike Now* coordinators) and the development of the *Bike Now* resources and surveys.
- Chapter 3 discusses the *Bike Now* pilot, including the recruitment of workplaces, conducting the first survey, implementing the *Bike Now* initiatives, and evaluating the effects of *Bike Now* through a second survey.
- Chapter 4 discusses what was learnt through conducting the pilot and provides guidance for successful implementation of future *Bike Now* programmes.
- Appendix A provides examples of media coverage and *Bike Now* promotion that occurred during the pilot programme.
- Appendix B is the coordinators' manual and contains the questionnaires for the first and second surveys
- Appendix C is the cycle skills workshop trainers' manual.
- Appendix D contains the *Bike Now* resources.

2 Getting started – trial project team and resources

2.1 Project set up

In consultation with our stakeholders, we identified several tasks to ensure the successful implementation of the *Bike Now* trial and evaluation programme, namely:

- establishing the extended project team (eg ‘trial administrator’ overseeing coordinators working with businesses; the coordinators themselves), including criteria for the contracting of coordinators
- finalising branding and designing logo
- making the final selection of workplace locations for trial
- developing criteria for recruiting workplaces
- developing resources for the trial
- developing the initial survey tool.

Each of these tasks is discussed separately below.

2.2 Establishing the project team

The project manager and trial administrator created a list of criteria for potential *Bike Now* coordinators. Suitable candidates were sought through a word-of-mouth approach, as we were seeking people familiar with TBhC-type initiatives or cycling activities and who had flexible availability over a one-year period. In particular, we approached local authorities and cycling organisations for their recommendations.

Our prioritised coordinator criteria included hiring someone who was:

- credible and astute in a business environment
- able to build relationships with people at any level of the organisation and to deliver to a group
- professional and reliable
- committed to cycling and to the project over time
- available – both time and location
- affordable
- accountable
- enthusiastic
- able to implement actions as instructed
- flexible – time

- focused and quick (ie not too chatty)
- able and willing to cold call.

Through our networks and contacts we collated lists of potential candidates for Auckland, Wellington and Nelson. After receiving their curriculum vitae, we conducted telephone interviews with them and selected the three coordinators. At the same time, we recruited skilled cycle trainers to conduct one-day cycle skills workshops with employees of *Bike Now* workplaces. Appropriate people were identified through the Cycling Advocates Network organisation.

Coordinators received a one-day training workshop in Wellington by a trainer skilled in facilitation, to ensure the coordinators had a consistent approach to the project and were fully aware of what *Bike Now* was offering to workplaces. The training day also created a sense of team commitment for a group of people scattered across the country.

Cycle-skills trainers were also provided with training appropriate to their level of skill. In Wellington, we were able to contract a professional trainer to deliver the cycle skills workshop to workplaces; in Auckland, we contracted an experienced cyclist with leadership experience who received one day's training in delivering the workshop.

In Nelson/Marlborough, the cycle trainer was the person who also prepared our cycle skills workshop training manual (see appendix C).

2.3 Branding and logo design

We saw branding and the development of a distinctive programme logo as an integral part of creating credibility with businesses and organisations being approached to join the trial. The project team had a brainstorming session to explore possible project names, selected a long short-list, and investigated the internet (to check that potential names were not already in use). After paring the short list, we consulted the steering group and other stakeholders, and *Bike Now* was selected as the project 'brand' name.

We then commissioned a young designer to create a logo for the *Bike Now* brand. Figure 2.1 shows the *Bike Now* logo, which was used on all project materials, including emails, flyers, handouts and surveys.

Figure 2.1 The *Bike Now* programme logo



2.4 Basis for selecting workplace locations and workplaces for trial

2.4.1 Workplace locations

We had committed to having Auckland and Wellington as two of the three centres and wanted to include one smaller regional centre, such as Tauranga, Hamilton, Christchurch or Nelson. Based on previously established working relationships and support for the project, we chose to include the Nelson area (including Richmond and Stoke) in *Bike Now*. Due to word of mouth, we included three businesses located in Blenheim.

2.4.2 Criteria for recruiting workplaces

Following the decision about where workplaces could be located, we finalised the criteria for selecting the organisations and businesses to participate in the trial. We considered a range of criteria, including:

- Size of the organisation – we chose to include organisations with 10 or more staff, as with fewer staff it would be much more difficult to implement some of the initiatives.
- Ability to have staff complete an online survey – unfortunately, due to cost and time constraints, we were not able to offer both an online and paper-based version of the survey. This criterion resulted in four interested businesses not being able to participate in the trial.
- Ability or willingness of the workplace to have emails circulating to all staff to encourage them to complete the first *Bike Now* survey. This criterion was added later, once facilitators began recruiting workplaces into the trial and the first workplaces were completing the surveys. Where personal emails were not delivered to an individual's email box, we found that response rates were severely compromised, so that we were unable to provide advice about what initiatives could be implemented in the workplace. Adopting this criterion resulted in the withdrawal of four organisations from the project.
- Any constraints on 'industrial' categories – none were created; although we recognised that limiting participation to those worksites where staff had (regular) access to a computer and intranet or internet, necessarily excluded a range of workplaces, such as some factories, mills or other plants; and some retail sector, accommodation and food outlets.
- Whether businesses were located in a 'cluster' or more 'scattered' – we chose not to restrain recruiting in this way, as we wanted to be certain of getting the full complement of 40 businesses/organisations.
- Presence of a 'champion': every business/organisation recruited was required to have a champion present. The champion could be an enthusiastic cyclist, human resources person, chief executive or board member – who worked with the facilitator to implement *Bike Now* in their workplace.
- Presence of at least one committed cyclist²: ideally, the business had at least one committed cyclist to assist with some of the *Bike Now* initiatives.

² While we had no evidence to suggest that the presence or absence of committed cyclists within the organisation would make a difference to encouraging people to cycle commute, we considered that if no one cycled in an organisation there were likely to be physical and/or psychological barriers, including employer support, to cycling. One committed cyclist is a small number in a larger organisation, but we had to recognise that we were potentially recruiting some very small organisations (of 10 or more staff).

- The interest of a business in ‘sustainability’, their employees’ health, or in cycling, as determined by:
 - having a ‘green outlook’ (eg being a member of a sustainable business organisation)
 - participating in New Zealand’s annual ‘Bike Wise Business Battle’
 - being a local authority or central government agency who could ‘lead by example’.
- Avoiding businesses where motorised vehicles were required for everyday activity (eg delivering goods or carrying other heavy equipment).

2.5 Preparing resources for the *Bike Now* trial

2.5.1 Coordinators’ manual

We developed a comprehensive manual for recruiting organisations to facilitate the initial surveying phase of the trial and implementation of the *Bike Now* initiatives. Located in appendix B, the first part of the *Coordinators’ manual* includes:

- an initial email for contacting potential champions, with a more detailed follow-up email for those who expressed interest
- scripts for phone calls with potential *Bike Now* champions and the chief executives of the organisations
- a script for presentations to staff to launch the *Bike Now* project in their workplace. This was supplemented with a ‘generic’ PowerPoint presentation prepared by one of our coordinators
- templates for emails to staff inviting them to complete the online survey; thanking those who had completed it and reminding others to do so half way through and near the end of the two-week survey
- flyers to promote *Bike Now* in the workplace and encourage survey completion
- text for articles in staff bulletins or newsletters
- templates for reporting the first survey results to the champions.

The second part of the manual was created to support the coordinators in working with the champions to implement the selected *Bike Now* initiatives in the workplaces. Again, this includes templates for various emails, action plans, flyers, etc.

2.5.2 Trainers’ manual

We also generated a *Bike-to-work skills workshop manual for cycle trainers* (see appendix C) for the one day bike-to-work skills workshop. The workshop was designed to be delivered in a one day (6-hour) block, or in two 3-hour or three 2-hour blocks. To accommodate the needs of workplaces and staff, a shortened version of the workshop was also delivered in two 2-hour sessions.

2.5.3 Guides for *Bike Now* initiatives

Cycling Advocates' Network was contracted to produce 'best practice' handouts for initiating bike buddying, bike buses, cycle fleets and secure cycle parking in the workplace. Information on secure cycle parking and cycle fleets drew on the material available in the New Zealand Sports and Recreation Commission (SPARC) guide *Cycle friendly employers*. The guides were created as stand-alone handouts for organisations and individuals to use, and include templates for short questionnaires or surveys to canvas staff interest in the initiative; flyers to promote the initiative; safety rules for riding; bike inspection checklist; agreements; registration forms etc; as appropriate.

In response to requests from staff in several workplaces, one of our coordinators developed two additional resources: one on planning a safe cycling route to work and the other providing instructions to repair a flat tyre and instructions for basic bike maintenance such as adjusting the seat height and using gears and/or brakes).

All of these *Bike Now* resources are available in appendix D.

2.6 Developing the survey tools

2.6.1 The first survey tool

As noted above, both surveys were completed online only; no paper-based format was available. We recommend having both available where possible, as we found there were many businesses where staff did not have ready access to computers during their working day to complete an online survey (particularly in factory settings).

The initial survey of staff in participating workplaces had a three-fold intention:

- to identify employees interested in particular interventions
- to establish baseline travel behaviour, including mode use and attitudes, for evaluation purposes
- to collect some basic demographic information.

In establishing the survey content, we held a focus group with Cycling Advocate Network members to 1) explore the reasons, concerns, or barriers that might prevent the 'average' Jo or Josephine Blogg from considering cycling as a form of transport to and from work and 2) consider how these concerns might be overcome.

Once we designed the survey questions, we also extensively pre-tested the survey, first for the content and later for 'workability' as an online survey.

The first survey took 5–10 minutes to complete, gathering information such as:

- whether or not a disability or long-term illness prevented the respondent from cycling
- availability of a bike for cycling
- propensity to take up cycle commuting (current commuting habits, 'stage of change and physical activity levels)

- current car drivers were asked about car usage during the work day (as a possible barrier to switching to cycling)
- interest in cycling to and from work, as supported through various *Bike Now* initiatives
- asking respondents who were not interested in cycling under any circumstance to indicate why
- asking experienced cyclists if they would assist with implementing *Bike Now* initiatives in their workplace
- demographic information: age, gender, household composition and number of cars available in the household. The latter two factors were identified by a previous New Zealand-based survey analysis (Sullivan and O'Fallon 2006) as having a significant impact on the likelihood of respondents to walk or cycle on a regular basis.

2.6.2 The second survey tool

The second survey was developed following the implementation of *Bike Now* initiatives in most of the participating workplaces. A core set of questions were repeated from the first survey, namely:

- Do you have a disability or long-term illness that prevents you from riding a bike to and from work?
- How often have you ridden a bicycle to work during the last three months?
- Would you... not even consider cycling to work/ sometimes think about cycling to work but never actually do it/ think seriously about the pros and cons of cycling to work but rarely do it/ cycle to work on some occasions/ cycle to work about half the time/ almost always cycle to work?
- On how many of the last seven days were you physically active for at least 30 minutes each day?
- Age
- Gender.

In addition, we asked a series of questions to determine respondents' perceptions about their cycling habits in mid-2008 compared with September 2007 (which was prior to the implementation of any *Bike Now* initiatives in the workplace). About one-half of the workplaces had completed the first survey by September 2007). The cycling habits explored included:

- the frequency and amount of time spent cycling to work and the reasons why this was more or less frequent than in September 2007
- looking ahead to September 2008, anticipated frequency of cycling
- the frequency of cycling for 'other' reasons (eg errands; leisure; shopping)
- use of a workplace cycle fleet (if available).

3 In the workplace: conducting the *Bike Now* pilot

3.1 Background

This chapter outlines the *Bike Now* pilot, including the recruitment of workplaces, conducting the first survey, implementing the *Bike Now* initiatives, and evaluating the effects of *Bike Now* through a second survey.

3.2 Recruiting the workplaces

As noted in chapter 2, we intended to recruit 40 workplaces into the trial from Auckland, Wellington and Nelson. We drew on a variety of sources to gain initial entry to a workplace.

Our first port-of-call was the Health Sponsorship Council's (HSC) Bike Wise Business Battle (Battle)³ membership database. The HSC contacted the people who acted as coordinators for the Battle from workplaces located in Auckland, Wellington and Nelson with an email inviting them to express their interest in joining the *Bike Now* project. From this approach, we had responses from about 20 organisations, over half of which did actually join the trial.

Bike Now coordinators also contacted people and workplaces whom they knew had an interest in cycling, as well as workplaces known to have an interest in the health of their employees; who had a 'green outlook' (eg members of sustainable business organisations; or were known to 'lead by example' (eg government agencies, local government). Unexpectedly (ie without being asked to do so), we also had several instances where one workplace contacted another to tell them about the project and encourage them to join *Bike Now*. Various city or district council staff members assisted in the recruitment process.

In some cases, we had multiple sites of the same organisation (eg two Gen-i sites and two Ministry of Education sites). Each was counted as a separate workplace, as two different sites will likely have different site-specific transport needs and barriers, may have different end of trip facilities (eg showers and cycle parking) and may be managed differently, particularly if they are different departments or divisions. Yet, they will generally operate under the same policy and management structure as other sites run by the same organisation, and therefore are not completely independent.

As can be seen in tables 3.1 and 3.2 below, we recruited a range of workplace types (hospitals, city councils, central government agencies, consulting firms and energy providers) who employed a varying number of staff (10 had less than 50 employees and 16 had more than 200). None of the workplaces recruited were in the finance and insurance, construction, retail, accommodation, or restaurant trades. The omission of these workplace types was not deliberate; it was simply what occurred as a result of our recruitment approach, which focused first on participants in Bike Wise Business Battle, and second on the network of contacts of our coordinators, city council workers and the businesses themselves.

³ In 2010, the Bike Wise Business Battle was renamed 'Bike Wise Challenge' and extended to include any organisation, such as businesses, schools, churches, social groups. The challenge runs for the month of February.

Table 3.1 Types of workplaces completing the first survey

Business category (ANZSIC)	Number of organisations	Comment
Retail trade (including food, clothing, cars and other goods)	--	
Property and business services	8	Energy provider (4 sites); insurer (3 sites); and architect
Consulting and research services	8	3 Crown Research Institutes; 3 private sector firms
Personal and other services (including travel agencies, hair)	1	Private sector support service
Finance and insurance	--	
Education, health and community services	7	4 hospitals; 1 health service; 3 tertiary institutes (staff only)
Manufacturing	1	
Accommodation, cafes and restaurants	--	
Transport and storage	--	
Cultural and recreational services	1	
Communications services	5	
Local and central government administration	9	5 city council locations; 4 central government offices
Wholesale trade	--	
Construction and repair of buildings	--	
Total	40	

Table 3.2 Number of staff at each workplace

Number of staff	Number of workplaces
10-19	3
20-49	7
50-99	4
100-199	10
200+	16
Total	40

All but one of the workplaces had at least one person regularly cycling to work; 11 organisations had 30+ regular cyclists, particularly in the very large workplaces (eg the hospitals in Nelson, Blenheim and North Shore) which employed several hundred or a few thousand people. Very few staff members were allocated company cars – about one in 70 of the 17,000+ staff potentially able to be part of *Bike Now*.

Only six workplaces had access to a bicycle fleet (four of these had one bike; the remaining two had two bikes). All had some access to showers onsite (although, based on verbatim comments in the first and follow-up surveys, many staff found the facilities to be poorly maintained or hard to find). Four

workplaces had no onsite car parking (including Marlborough and Nelson District Councils); the remainder had anything from one car park per 50 employees (in Auckland City) to one car park per employee. The most common range was one car park per two to five employees.

Our coordinators found it very easy to recruit organisations to participate in the *Bike Now* pilot in Wellington, Nelson and Blenheim, where the quota of organisations was recruited in a few weeks of May and June 2007. By contrast, in Auckland, it took several months to get a full quota, due in part to the original coordinator resigning (because of illness); to the difficulty we had in recruiting private sector organisations; and the availability (for some) of an opportunity to do a workplace travel plan, which incorporated cycling, walking and public transport as alternatives to car travel.

There were also issues with circulating emails to all staff members; with champions obtaining management approval to participate; and with timing, where *Bike Now* was competing for resources with other organisation-wide programmes. The final three organisations to join in Auckland completed their first surveys in December 2007. This substantial delay affected the timetable for the whole pilot, as originally we planned for implementation of initiatives to be completed in October 2007.

Workplaces moved through the trial phases as they were recruited, so that each one was on its own timetable within the trial. The timetables effectively merged once the *Bike Now* initiatives were implemented within the organisations, so that workplaces completed the follow-up surveys in a six-week period (between mid-June and late July 2008). The timing of the surveys meant that all organisations had *Bike Now* initiatives in place for at least three months, although in some cases it was as long as nine months.

3.3 Key workplace inputs for *Bike Now*

From the point of view of the workplaces involved in the trial, involvement in the *Bike Now* project required the following inputs, all of which were extensively supported by our coordinators:

- 1 Launching the *Bike Now* project in their workplace, through a presentation by the *Bike Now* facilitator at a staff meeting, an email to staff, flyers and/or article in the staff bulletin.
- 2 Completion of a survey by staff to:
 - a ascertain their interest in any or all of the *Bike Now* initiatives
 - b establish baseline cycle use and attitudes towards cycling for the organisation.
- 3 Implementing various *Bike Now* initiatives and having a 'celebration' once these were (largely) in place. The nature of the celebration was up to the workplace.
- 4 Completion of a follow-up survey to assess the success of the *Bike Now* project in their workplace.

3.4 Conducting the first survey

3.4.1 Method used to encourage good response rates

In some organisations, the *Bike Now* coordinator attended a meeting with staff to launch the programme to the organisation. In many cases, this information was conveyed in emails, posters and news bulletins to staff, about a week before the first survey was available to be completed online.

We sent emails to all staff in the organisations, which contained the survey link in the subject line and the body of the email and invited them to complete the survey even if they were not interested in cycling to work. The survey was designed to take 5–10 minutes to complete. The survey link was 'live' for two weeks in each organisation. A second email, thanking those who had completed the survey and reminding those who had yet to complete it to do so, was sent out one week later, followed by a third and final email one-to-two days before the survey closed.

After the survey closed, staff were sent an email thanking them for their input and alerting them to the fact that *Bike Now* initiatives would be occurring over the next few months.

Employing this methodology, we had some very good response rates (including 100% and 95% in two organisations) for a survey on cycling. As table 3.3 shows, 18 organisations had over 50% of staff responding to the survey.

Table 3.3 Response rates (percentage of staff completing the first survey)

Response rate (%)	Number of organisations
<20	12
20-39	6
40-49	4
50-75	13
75+	5
Total	40

Each workplace champion received a three-to-four page report summarising the responses to the survey. The covering email stated the most likely initiatives for implementation in the organisation and that the *Bike Now* coordinator would be in contact to discuss the results and possible action plan.

3.4.2 Initial interest in *Bike Now* and other cycling initiatives

A total of 3825 people from 40 workplace locations responded to the first survey.⁴ 105 of these respondents had a disability or a long-term illness that prevented them from cycling. Excluding these people from the analysis left us with 3720 respondents. Of these, 2379 (64%) respondents stated that there was a bicycle in working order usually available for their use.

⁴ Note: some workplaces had multiple sites (eg Capital & Coast District Health Board had 12 sites) access the first survey. All but one site dropped out after completing the first survey, largely due to insufficient response numbers.

Respondents were invited to indicate all of the options that would encourage them to cycle to work more often than they did at the time of the first survey, and were offered the opportunity to select 'nothing would encourage me to cycle to work' as well as to specify other options not listed (refer table 3.4). In the case of 'Other reasons', a number of respondents indicated that owning a bike; having cycle lanes installed on their route to work (particularly over the Auckland Harbour Bridge); living closer to work; and better weather were factors that would encourage them to cycle to work.

Table 3.4 Options which could encourage respondents to cycle more often to work (Note: respondents could select as many as they wanted to)

Which of the following options would encourage you to cycle to work more often than you do now?	Number of people	% of all responses
People who might cycle to and/or from work if these <i>Bike Now</i> initiatives occurred:		
If I could join a bike bus	320	5%
If there was secure parking for bikes at work	868	12%
If I could attend a bike-to-work skills course	400	6%
If an experienced bike buddy could help me get started cycling to work	239	3%
If I had help planning a safe/quiet route to ride to work.	533	8%
If I knew what to do if I had a puncture or other problems with my bike (how to fix it or where to get it fixed)	497	7%
If I could rent a bicycle and other cycling equipment to 'give it a go'	337	5%
Other possible actions that could encourage cycle commuting:		
If I knew a car or (free) taxi fare was available to use for emergencies during work hours	612	9%
If I knew a car or taxi fare was available to use to see clients / attend meetings during work hours	293	4%
If I had access to showers and clothing lockers at or near my workplace	1082	15%
Nothing would encourage me to cycle to work	1030	15%
Other reasons	853	12%

We also asked if respondents would ride a bicycle during the day (eg to go to meetings, for running errands, or to get some exercise) if bikes, helmets and locks were provided as part of their workplace 'vehicle fleet'. Of those who responded, 866 said 'yes, definitely', while another 1048 indicated they were 'not sure'. Of those who said yes to using a fleet bike, 186 regularly used their vehicle during the working day to attend meetings, visit clients or for business-related deliveries, while 244 used their vehicle for personal reasons (such as going to the bank, doctor or gym), suggesting the types of vehicle trips that could be replaced by bikes.

There were 134 experienced cyclists who offered to become bike buddies for non-cyclists; 77 who offered to lead a bike bus (49 said yes to both) and 355 experienced cyclists who declined to have any involvement in the *Bike Now* project.

3.4.3 Those who said 'nothing would encourage me to cycle to work'

Compared with those people who were prepared to consider the possibility of cycling to work, those who said 'nothing would encourage me to cycle to work' were:

- slightly more likely to be female (67% compared with 61%)
- less likely to own a bike (57% compared with 35%)
- more likely to be living with a life partner (de facto or married couple – 40% compared with 34%) and less likely to be living as a couple with children (31% compared with 36%)
- more likely to be aged 55+ (21% compared with 11%), and less likely to be 25–39 years old (32% compared with 44%).

We looked for possible differences in their use of a car during the working day (eg to deliver things or visit clients or to go to the bank, the gym or shops), but found nothing to differentiate those who said ‘nothing’ would encourage them to cycle from those who were potentially interested in cycling. Similarly, we examined how many vehicles were kept overnight at their home address (hypothesising that having more vehicles available for driving might be a disincentive to cycling) and found no distinctive differences among those who said ‘nothing’ would encourage them to cycle from those potentially interested in cycling.

Respondents gave a variety of reasons as to why they would not even consider cycling as shown in table 3.5. The primary reason had to do with topography (too many hills) followed by the volume of traffic on the roads and the need to make other stops on the way to or from work.

Table 3.5 Why ‘nothing would encourage me to cycle to work’ (n=1030 respondents)

Reason given:	Percentage of response
Too many hills between home and work	19%
Often have other stops on way to or from work (shopping, children, etc)	17%
Too much traffic on the roads	12%
Not fit enough to cycle	9%
Need my car at work during the day	5%
Too old for cycling	5%
Other (verbatim): live too far away; weather/too cold; already walking; etc.	29%

There are some similarities between the *Bike Now* respondents who said nothing would encourage them to cycle to work and the population segments identified by Ryley (2005) as being of low propensity to engage in active transport. Analysing Scottish Household Survey non-motorised mode data for Edinburgh, Ryley identified three groups with a low propensity to use non-motorised modes: high earners without children⁵; retired couples; and retired people living alone. Ryley (2005) also identified families with children as having a medium propensity to engage in cycling for leisure or utility trips.

3.4.4 General observation: allowing people to have their say in a survey

In asking people what would encourage them to cycle to work, we deliberately omitted listing reasons (such as living too far away and having children to transport) for why they weren’t cycling to work. Other

⁵ We did not ask for income information in the *Bike Now* surveys, so cannot say for certain that this group aligns, although the age, employment (full-time), and bicycle ownership characteristics are similar.

studies have enumerated the barriers to cycling – we wanted to identify the openings for action that we could develop. While we did provide a verbatim response option for people selecting ‘nothing would encourage me to cycle’, there were many people who thought we should have had a specific question asking them why they did not cycle to work, as these circumstances were ones that could change, which meant that the statement ‘nothing would encourage me to cycle’ was too strongly worded for them.

In a future survey, we would recommend either a change from the wording ‘nothing would encourage me to cycle’ to perhaps: ‘I’m not interested in cycling to work at this time’ or ‘My circumstances prevent me from cycling to work’, or the addition of a question asking ‘Why don’t you cycle to work?’ This question could be located just prior to the one asking ‘Which of the following options would encourage you to cycle to work more often than you do now?’

Alternatively, the practice of having a ‘mop up’ question at the end of the survey, such as the one we had in the follow-up survey (‘Is there anything you would like to say about the *Bike Now* programme, biking to work, or cycling generally?’) provides the opportunity for respondents to fully have their say, as well as permitting additional depth in qualitative responses and the subsequent analysis.

3.5 Implementing *Bike Now* initiatives

3.5.1 Drop-out rates following the first survey

We ‘lost’ several workplaces during the implementation phase for various reasons:

- In one case the head office of a business decided to fully implement *Bike Now* in two locations, and carry out its own implementation of cycling initiatives in its other New Zealand-based sites, including two worksites originally included in our 40 workplaces.
- Other priorities in the workplace meant that *Bike Now* was put to one side in three workplaces. Later the sites came back to us ready to move ahead but we were in completion phase by that time.
- Very low response rates from two workplaces meant there was no clear mandate to proceed.
- One workplace was located in the suburbs, at the top of a long, steep hill – those that cycled were already dedicated, the other staff members were less motivated.
- Champions varied in their degree of commitment and availability to *Bike Now*, which meant that despite a lot of encouragement by coordinators, *Bike Now* didn’t move through to the implementation phase in five workplaces.
- In three workplaces, the champion moved on (changing employment or went on long-term leave), and did not have someone to replace them.

3.5.2 Entering the implementation phase

Twenty-seven workplaces made efforts to implement *Bike Now* initiatives. To ensure we provided workplaces with consistent treatment, the *Bike Now* coordinators’ manual (see appendix B) was expanded to include guidance on implementing the actions identified by respondents as being of interest to them.

Following the first survey, we prepared a report on the responses to the survey, including identifying which staff members were interested in each of the possible *Bike Now* initiatives. We also noted where

staff had indicated that shower or locker room facilities were an issue and where a service such as 'guaranteed ride home' would be used. Based on the survey report, the *Bike Now* coordinators prepared a potential action plan and emailed the survey report and action plan to the champions.

The coordinators rang the champions a few days later to discuss the report and action plan, seeking their agreement with the actions and, where feasible, setting up a timetable for implementation. At this stage, the coordinators also provided the champions with some of the relevant handouts on how to implement *Bike Now* initiatives (eg installing secure cycle parking, implementing bike buddying, distributing flyers and posters to advertise cycle skills workshops). The coordinators also advised the champions on the availability of the \$250 *Bike Now* grant which could be used towards a cycle-related event or purchase within their organisation. Champions were invited, in particular, to consider anything they could do within their organisation to give *Bike Now* a greater presence and to take on the idea of having a celebration to launch various *Bike Now* initiatives and/or encourage or support cyclists.

Table 3.6 summarises the initiatives offered through *Bike Now* and their take up within the 27 participating organisations.

Table 3.6 *Bike Now* initiatives proposed and taken up in workplaces

Initiatives offered/taken up	No. of workplaces participating	Comment
Improved/more secure cycle parking	5	Hooks; Sheffield stands; secure cage
Cycle skill workshops	All	14 workshops held in the three centres
Bike buddying (including route planning)	9	
Bike bus	All	Bike buses were set up and promoted in the wider community. One Auckland-based business established a bike bus with 5 people on it
Workplace cycle fleet	6	Marlborough Hospital – 2 bikes; Nelson Hospital – 2 bikes; Wellington Hospital – 2 bikes; Auckland City Council – 3 bikes; Presbyterian Support Services – 1 bike; Nelson City Council – 3 additional bikes
'Have a go' (bike 'lease')	3	Done with existing fleet bikes
Puncture workshop	13	Some provided at no cost by an experienced cyclist in organisation; others offered as a workshop with a small fee
Ironing facility provided	2	This was done using the \$250 incentive provided as part of the <i>Bike Now</i> programme.

The extra time we had (due to the length of time it took to recruit Auckland organisations to participate in the programme) meant that we could expend greater effort on some initiatives than we had originally envisioned, particularly in offering cycle skills workshops and setting up and promoting bike buses. The implementation (or attempts at implementation) of these and other initiatives are discussed separately below.

3.5.3 Cycle skills workshops

We spent a significant amount of time and effort promoting the *Bike Now* free cycle skills workshops, including offering them in different formats (a 6-hour weekend day workshop; two 3-hour and two 2-hour after work sessions, and one 4-hour session), and found that, overall, there was quite a poor uptake. For example, we held three in Wellington (excluding Contact Energy, see below) and only 17 people participated – six were from Telecom/Gen-i. More than eight workshops were offered over a period of six months. Promotion occurred through flyers, emails, electronic bulletin boards, and personal calls by champions to those who had said they were interested in participating in a cycle skills workshop.

By contrast, the three workshops *Bike Now* held in Auckland were quite well attended with 8–10 participants each. Two of these workshops were held for local government staff, where 'leading by example' or 'walking the talk' may have had a role in increasing attendance and commitment. The third workshop was held for Contact Energy, whose highly motivated champion was part of the organisation's Green Team running the green office programme. Contact Energy's experience is discussed in section 3.5.8 below.

In Nelson, we offered five or six workshops in 2007 and 2008. Three of these went ahead, including one at Wairau Hospital, where three staff and their spouses (six people in total) participated in the workshops, with great success. All of the couples reported that they had been out cycling with much more confidence following the workshop – in fact two couples reported going on multi-day recreational rides.

Contact Energy organised a *Bike Now* cycle skills trainer to deliver 'Cycling 101' seminars (4–6 hours each) at three of their worksites. Four workshops were held in Wellington and Lower Hutt and one in Auckland. In all, 44 people attended the workshops (34 in Wellington and 10 in Auckland). Contact Energy held the workshops on-site and partially during working hours.

All workshop participants were asked to complete feedback forms and most were very positive about their experience and reported gains in their confidence and skills to ride on-road.

3.5.4 Bike buses

We also developed and promoted the bike bus concept extensively. The project manager and coordinators, working with Cycling Advocate Network members, set up three routes in each of the Wellington and Nelson regions and two in Auckland (eight buses in total). The coordinators organised the bus schedule in conjunction with volunteer 'bus conductors', who were cyclists in the *Bike Now* workplaces. We were not successful in locating volunteers to drive the Auckland bike buses.

Promotion of the Wellington and Nelson bike buses included:

- emailing all staff in *Bike Now* workplaces
- advertising the buses on the NZTA's Bike Wise website and the Nelson City Council website
- having a table at Bike-to-Work breakfast events (with handouts and sign-up sheets for the general public). We had volunteers speaking with people, explaining the bike bus concept and inviting them to join a bus
- announcements on community radio

- in Nelson, articles (with maps and schedules) in the Nelson City Council newspaper and a local community newspaper.

We operated the 'buses' for approximately 4–6 weeks in Nelson and Wellington, but only had one passenger on any of the buses.

Two businesses did establish informal bike buses during the year *Bike Now* was in operation, one with five people on it and another with two or three.

3.5.5 Secure cycle parking

Having *Bike Now* in their workplace was a prompt for several organisations to take action with respect to providing or expanding cycle parking facilities at their worksite, as is illustrated by the comments of this Nelson-based workplace champion:

Some bike parking changes will happen in near future. Bike Now input has propelled discussion about bike parking and what people want, so this has helped management.

In most cases, *Bike Now* did not give any financial support for the infrastructure installed, the exception being for the Nelson–Marlborough Institute of Technology (Nelson campus), where funds were used to install six Sheffield-type bike stands (see figure 3.1 below).

Figure 3.1 Bike stands installed at Nelson–Marlborough Institute of Technology, Nelson



In all, five workplaces installed or improved their cycle parking facilities as a result of their participation in *Bike Now* (this does not include organisations which had plans, prior to the implementation of *Bike Now*, to improve facilities). Apart from Sheffield stands, workplaces installed hooks in a secure place for staff to hang their bikes and installed a cage in an underground car parking area.

3.5.6 Cycle fleets

Six workplaces purchased bikes (usually after arranging a discount with a local bike shop) for their staff to use during working hours. One other organisation had a bike donated to their workplace for use as a fleet bike. In all, 16 workplaces considered purchasing fleet bikes, but in many cases this did not go ahead for various reasons, particularly because of the perceived 'hassle' or responsibility for maintaining the equipment.

Bike Now had made an arrangement for workplaces to have long-term lease agreements with the New Zealand Green Bike Trust. However, restrictions around secure cycle parking provisions in the agreement meant that organisations were unwilling to enter into a contract with the Trust.

Figure 3.2 Hospital staff get on their fleet bikes (The Marlborough Express, Friday 21 September 2007)



3.5.7 Other activities initiated by the *Bike Now* organisations

Bike Now workplace champions were enterprising and created a number of other 'offerings' that sat alongside the *Bike Now* initiatives, including:

- setting up intranet sites and/or email groups to support cyclists and potential cyclists and to promote *Bike Now* initiatives
- establishing a cycle users group (BUG) and having meetings
- arranging for *Bike Now* to have a display at hospital 'health fairs' (this occurred in both Nelson and Marlborough)
- organising staff discounts with local bike shops
- creating maps of lunchtime rides
- organising bike-to-work breakfasts to celebrate cycle commuting
- purchasing ironing and/or clothes drying facilities

- organising a 'social' bike outing on the weekend
- organising puncture repair workshops, either with an experienced staff cyclist, a *Bike Now* cycle trainer, or inviting a local bike shop to lead it. (At Auckland City Council, a *Bike Now* cycle trainer led two workshops with 8–10 people at each. Contact Energy organised an evening workshop at a bike shop, complete with wine and nibbles)
- organising chain maintenance repair workshops, covering putting the chain back on, lubricants, chain breaks, using quick links, etc
- purchasing and installing a good quality foot pump in the bicycle storage area
- purchasing equipment (eg helmets, vests and locks) to be used with fleet bikes.

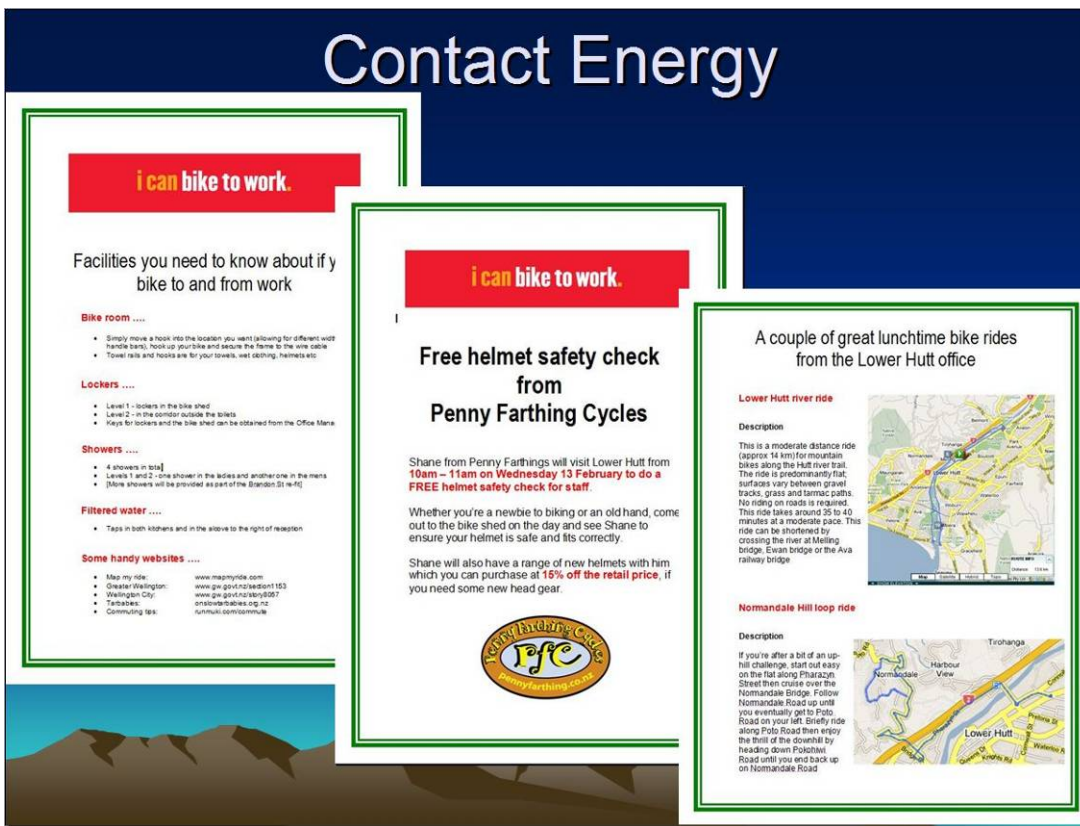
In some cases, champions used the \$250 grant that the *Bike Now* programme offered each workplace to offset some of the costs of any equipment purchased, or for running the additional workshops.

3.5.8 Contact Energy: a case study

The champion at Contact Energy held a head office position responsible for their 'green office' programme. She embraced the *Bike Now* programme, re-branding it as 'I can bike to work' (the green office programme was branded 'I can make a difference') and running it in Wellington and Lower Hutt offices as part of *Bike Now*, and in Auckland-based offices without formal *Bike Now* involvement.

During the year that *Bike Now*/I can bike to work was in operation, Contact Energy re-furbished cycle parking facilities at one Wellington location and created them at the other; offered five cycle skills workshops and additional puncture repair workshops; created maps for local lunchtime rides; provided information flyers/handouts about Contact Energy's facilities; offered helmet fitting sessions on-site through a local bike shop; created an intranet site to support cyclists and encourage non-cyclists; and organised discounts with local bike shops. Examples of flyers promoting some of these initiatives are found in figure 3.3 below and in appendix A.

Figure 3.3 Examples of Contact Energy worksite 'i can bike to work' promotions



The champion finished her contract with Contact Energy at the time of the second survey, with the result that staff only had one week to complete the survey, with no reminder emails sent out to them. This significantly affected the response rate. Nonetheless, in the second survey, 21 of the 88 respondents said they were cycling at least once a week to work. Eleven of the 21 were cycling more frequently to work in June 2008 than in September 2007. Here are a few of their comments:

I've changed from almost never biking to buying a bike and all the gear, cycling at least once a week and even entering the Karapoti for next year. This is a great initiative which has helped me get back on the bike and remember how much fun it is!

The Bike Now programme was great, enjoyed it and very informative, learnt a lot, as a result use my bike more now in the weekends, however not practical for me to cycle to work.

It was the active encouragement of biking to work through biking notices, the 4 hour bike skill course & the bike maintenance courses etc, that made the difference to overcome the initial hurdle/hassle of changing commuting patterns...Each day I commute it is 90 minutes for the return journey. Doing this twice a week keeps me fit enough to do a 3 hour ride each weekend also. End result is 4.5 hours more a week on average. I've lost 7kg over 3 months and I am fitter than I've been for over 20 years.

3.6 Evaluating the impact of *Bike Now*: the second survey

3.6.1 Methodology and response rate

To encourage a good response rate, we wanted to use the same process we had adopted for the first survey (ie notification of upcoming survey; email with link; email thank you/reminder after one week; email reminder one/two days before closing). However, several champions were reluctant to repeat the same level of contact as some were concerned that their colleagues were weary of *Bike Now* projects while others were conscious that their workplace had been involved in surveys for other programmes and were suffering 'respondent fatigue'. The compromise was to have an email when the survey was first available, followed by a thank you/reminder email a few days before the survey closed. The survey link was live for two weeks in each workplace.

One potential outcome of having fewer email prompts for the second survey may have been to bias the responses. We suspect that the keenest cyclists might have disproportionately responded in the first week (to share their success), while other participants would have relied on reminders to prompt their response.

As might be expected, table 3.7 shows we had much lower response rates to the second survey (7% of the workplaces had response rates of 40+% for the second survey compared with 18% in the first survey).

Table 3.7 Response rates (percentage of staff completing the first and second surveys)

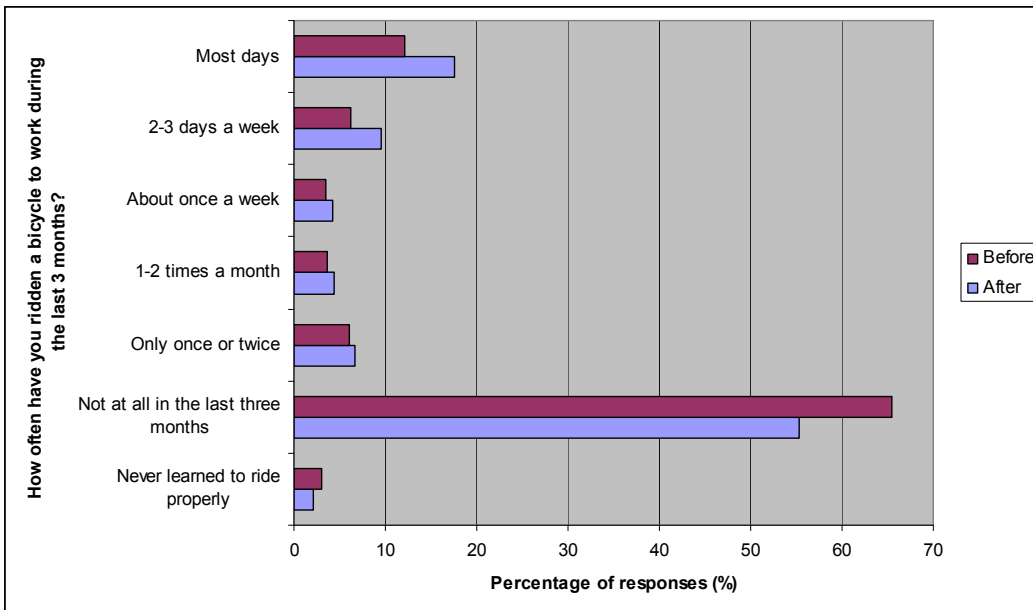
Response rate (%)	First survey		Second survey	
	# of organisations	percentage	# of organisations	percentage
<20	12	30%	12	44%
20-39	6	15%	10	37%
40-59	4	10%	3	11%
50-75	13	33%	2	7%
75+	5	13%	0	0%
Total	40	100%	27	100%

3.6.2 Second survey results

A total of 1623 people from 27 organisations responded to the follow-up (after) survey. This represents approximately 17% of the total work population in the 27 workplaces. Thirty-six respondents had a disability or a long-term illness that prevented them from cycling. Excluding these people from the analysis left us with 1587 respondents.

Those who responded to the survey consistently reported an increase in their cycling, whether it was frequency to work in the past three months (figure 3.4); amount of cycling to work in mid-2008 compared with September 2007 (table 3.8); or the amount of cycling for other reasons in mid-2008 compared with September 2007 (table 3.11). In addition, several champions reported large increases in the number of bikes being stored at their workplaces. Fewer people reported that they had cycled 'Not at all in the last three months' (56% compared with 65% in the first survey).

Figure 3.4 Comparing respondents' frequency of cycling to work in before and after surveys



There was also an apparent shift in attitude towards considering cycling to work, ie 'stage of change' (figure 3.5), wherein more people were aware of the option to cycle to work than they had been previously.

Figure 3.5 Comparing respondents' 'stage of change' in before and after surveys

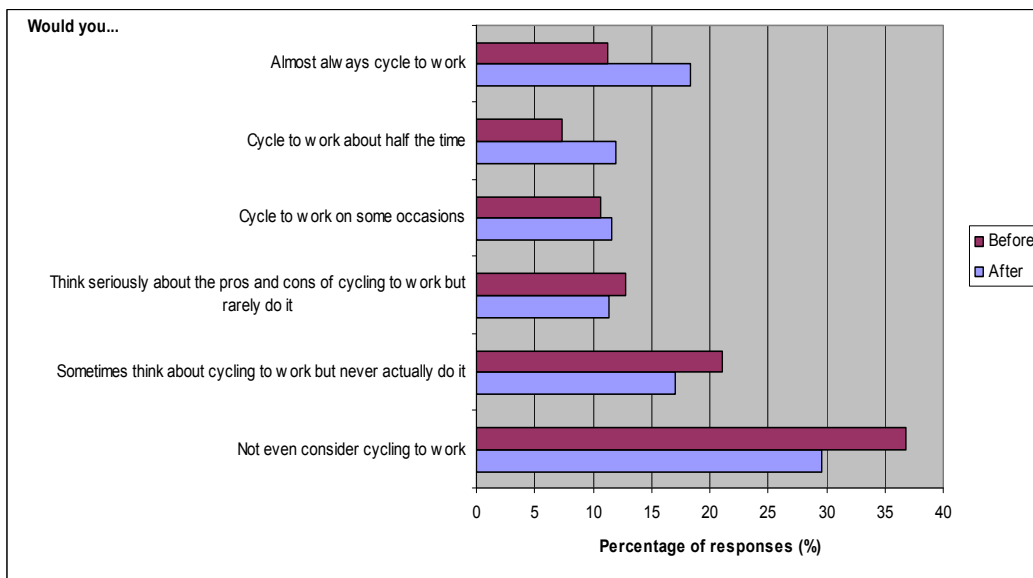
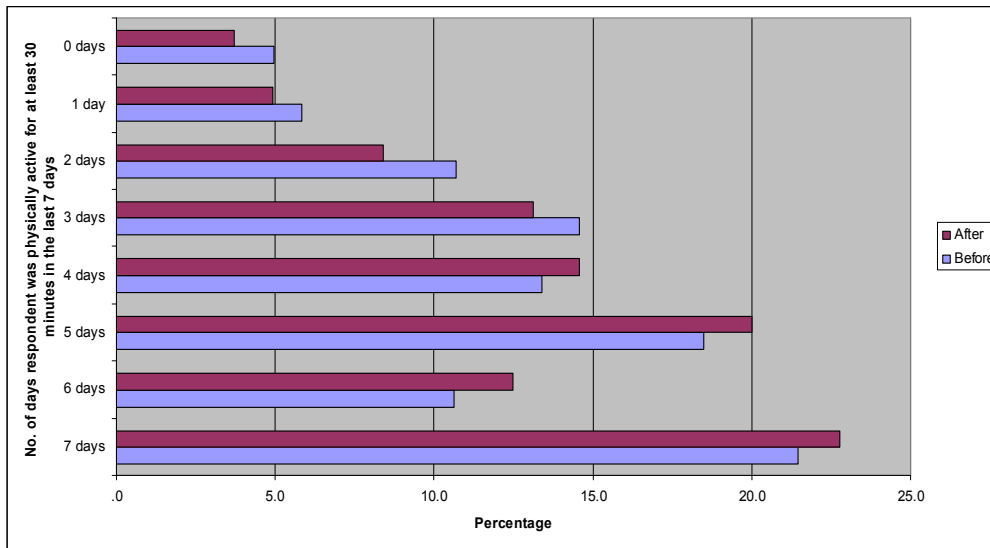


Figure 3.6 shows that the second survey respondents reported that they were more physically active than the respondents in the first survey, measured as the number of days in the last seven days they had been physically active for 30 minutes or more.

Figure 3.6 Comparing respondents level of physical activity in before and after surveys



Those who had cycled to work at least once in the previous three months were asked to compare how much they were riding now with how much they were riding in September 2007 (which was just prior to the implementation phase of *Bike Now*). As table 3.8 shows, 216 people (2% of the total work population in the 27 workplaces) said they were riding more frequently to work now than previously. Of those riding more frequently 150 (69%) said they were riding 'over one hour more per week', while the remainder were riding up to 'one hour more per week'.

Nearly one half (49%) said they replaced 'drive a car' with cycling trips; while around 20% replaced walking trips and 21% replaced public transport trips with cycling.

Table 3.8 Comparing relative frequency of cycling to work in September 2007 and mid-2008

Compared with September 2007, do you ride your bike to work	No. of responses	% of responses
Less than I did in September	112	16.6
About the same as I did in September	347	51.4
More than I did in September	216	32.0
Total	675	100.0

We asked these people for the three main reasons they were riding more often, and gave a list of reasons, with the option of specifying 'other reasons'. Unfortunately (from our point of view!), *Bike Now* initiatives did not feature hugely in the reasons people gave for increasing their cycling to work (refer table 3.9). Rather, external factors such as the 'cost of petrol' and 'wanted to improve my health/manage my weight' (both were 19% of the reasons selected); and 'wanted to get fit' (18% of all reasons selected) were chosen most often.

Table 3.9 Main reasons for riding to work more often in mid-2008 (Note: respondents could choose up to three main reasons)

	What are the main reasons you ride to work more often now than you did in September 2007?	No. of times reason selected	% of all reasons selected
Bike Now initiatives	Attended a (4–6 hour) bike skills workshop	4	1%
	More secure bike parking at work	22	5%
	Gained confidence working with a bike buddy/mentor	2	0%
	I had help planning a route to ride to work	4	1%
	Iron & ironing board were made available at work	1	0%
	Bike pump and/or other equipment installed at work	7	1%
	Attended a puncture/basic bike maintenance workshop	1	0%
	My workplace organised access to showers and/or clothing lockers at or near my workplace	15	3%
Other reasons	Bought a bike	47	10%
	Wanted to get fit	88	18%
	Wanted to improve my health / manage my weight	93	19%
	Moved house (closer to work/further away from work)	45	9%
	No longer have a car	12	2%
	Cost of petrol	94	19%
	Other reason	51	10%
	Total	486	100%

Bike Now initiatives featured in about 11% of the responses, although verbatim responses revealed that the presence of Bike Now in the workplace was apparently a sufficient catalyst to action for 21 people:

Got confident with route, lots of support from other staff, got fitter and enjoyed more, save money on bus fare.

I applaud the Bike Now programme. Anything we can do to get more people exercising for transport is a win-win for their health and for the environment.

Getting bike lights given out at the hospital awareness day. (2 people)

Bike Now did not change the reasons why I don't bike to work but did get me biking more regularly recreationally

I have just decided that I will give up carpark and bike to work when I can.

I live quite far from work (30km). I realised I could drive half way to work with my bike in the boot, park up, then cycle the rest of the way. I could do this much more frequently than cycling the full distance.

It was an excellent programme and I think it should be nationwide in schools.

I think it is a great program and makes you more aware of cyclist and what they are doing in relation to you as a driver or another cyclist.

I started my kids biking to school, then I ride to work from there.

The Bike Now programme gave me confidence in biking. Thanks a lot!

Bike Now has greatly increased our company's population of regular cycle commuters. Before the programme, there were only 2, but now (based on the # of bikes in our shed), it's somewhere between 6 and 10. Bike Now definitely raised awareness, not only through its skills workshops, but also through raising awareness of what facilities were available on site to those that didn't know.

Find it saves time (much quicker than walking or driving) and it ends up saving money spent on busses or parking/petrol. I realised that it isn't much of a hassle organising work clothes in the morning.

One Auckland-based champion wrote: 'I would say the access to route planning information and the workshops you ran have been the biggest drivers towards our increase in employees having a go at cycling - it certainly encouraged two employees who had never cycled in the past five years to log nearly 50km during the Bike Battle.'

Other reasons cited by several people included a desire to be environmentally-friendly, enjoying cycling to work and finding it 'faster and cheaper than taking a bus or car'. One person summed it up:

It's a great kick start to the day and good wind down at the other end. Gets the blood pumping to the brain!!!

There were many other comments which indicated that respondents had contemplated cycling to work and then decided that they could not cycle due to various circumstances, (eg parental responsibilities, the weather, the distance, inconsiderate drivers, speed of traffic, lack of cycle lanes).

We also asked people who had ridden to work at least once in the previous three months what they thought their riding to work behaviour would be in September 2008. Their responses were largely positive, as shown in table 3.10.

Table 3.10 Speculation about the frequency of riding to work in the future

Thinking ahead to September 2008, will you be riding to work	No. of responses	% of responses
Definitely less than I did in September 2007	18	2.7
Less than I did in September 2007	13	1.9
About the same as I did in September 2007	317	47.0
More than I did in September 2007	144	21.3
Definitely more than I did in September 2007	152	22.5
I don't know	31	4.6
Total	675	100.0

All respondents were asked to reflect on their cycling for reasons other than to and from work (eg for running errands, recreation, exercise). Table 3.11 shows that 315 (20%) reported they were doing more such cycling in mid-2008 than in September 2007.

Table 3.11 Comparing relative frequency of cycling for reasons other than going to work in September 2007 and mid-2008

Please exclude riding to and from work. Compared with September 2007, do you now ride your bike for exercise/recreation/to run errands/shopping/ etc?	No. of responses	% of responses
Less than I did in September	281	18.1
About the same as I did in September	957	61.6
More than I did in September	315	20.3
Total	1553	100.0

3.6.3 Other feedback on cycling in general

There were many comments on the need for more cycle lanes, particularly in Auckland and Wellington; for drivers to take more cognisance of cyclists on the roads; as well as concerns about rubbish and broken glass on road verges and in cycle lanes. The lack of cycle parking in public places was lamented in Auckland, Wellington and Blenheim. The issues around road-related factors were cited as being dangerous and off-putting for cyclists:

Hi, while providing showers, lockers & secure parking were important to starting to commute by bike, it was the active encouragement of biking to work through biking notices, the 4 hour bike skill course & the bike maintenance courses etc, that made the difference to overcome the initial hurdle/hassle of changing commuting patterns...Each day I commute it is 90 minutes for the return journey. Doing this twice a week keeps me fit enough to do a 3 hour ride each weekend also. End result is 4.5 hours more a week on average. I've lost 7kg over 3 months and I am fitter than I've been for over 20 years. However, I am quite concerned about my safety cycling on the road. Unless very dangerous road design at some places is addressed, then I may stop.

There are still some barriers to overcome before everyone is cycling. The most important are driver speed (haste) and public attitude. These will take an extensive and focussed programme to change involving media, community groups, work places, govt and business.

Now just have to sort out the biggest hazard to our health - blind car drivers!

Good work Bike Now team, but Wellington roads remain diabolical and full of death trap situations, and the bike paths are full of broken glass and start and end intermittently, so remain a place mainly for the brave and foolish.

Other road users tend to ignore people on bikes. They cut in front of them, open car doors into them, push them off the road all in the name of haste and inattention. I feel like a 2nd class citizen on the road and very unsafe at times. Perhaps more cycle lanes would help and encouraging more people to bike-safety in numbers.

Cycling is a fantastic sport! Shame some drivers on the road seem to think they need more than their fair share of the road and cause us cyclists grief (broken backs... and even death). Cycling around Wellington is a real treasure and pleasure. Somehow tho' we have to make the drivers more aware that we're there.

On a different theme, and in common with other studies (eg Rose and Marfurt 2007; Wardman et al 2007; Pucher et al 2007), the lack of end of trip facilities such as showers – or the inconvenience of their location – and secure cycle parking at the workplace was frequently cited as a deterrent to cycling:

If getting to work requires physical activity, then I will need to shower and shave after arrival. The facilities available ... don't encourage me at all. What do I do with my gear, my towel? If my shirt needs an iron, am I really going to go to level 3 reception for it?

The urge to buy another bike hasn't gripped me, and if it did I'd probably not bike to work - really need a proper locker room with showers before I even contemplated the remote possibility of cycling.

Need good facilities at work for personal hygiene i.e. good showers etc - and these need to be advertised...

Bike Now needs to sponsor businesses to have more showers, secure wardrobes and places to store bikes. They need to offer Bike allowances as well as Car allowances.

To encourage more cycling employers need to be encouraged to ensure there are changing and showering areas in the workplace, and storage for bikes and associated cycle kit.

Others suggested changes to the culture of their organisation, such as the introduction of flexible work times; or that the government or State Services Commission direct government departments to establish cycle fleets wherever possible.

4 Discussion and conclusions

4.1 Summary of project findings

This research project aimed to determine the most effective action or set of actions to use in a workplace situation to encourage people to take up (and continue) cycling to work. The initiatives explored included bike buddying; setting up bike buses; providing (commuter-oriented) cycle skills training workshops; installing secure cycle parking; providing cycle fleets for use while at work; arranging lease bikes so non-bike owners could give cycling a go; running puncture and/or basic maintenance workshops and providing assistance to plan safe, enjoyable routes to work.

In a follow-up survey after the *Bike Now* initiatives were implemented, we found evidence to suggest that cycling had increased in several of the 27 workplaces that completed the programme. Our research design did not allow us to isolate any individual, or even group of, *Bike Now* actions as being 'pivotal' to this change. Because each workplace was unique in several ways: their policies; their workplace location, accessibility and setting; the mix of employees; and the combination of actions that were taken on by the workplace champions and management, it would be difficult to separate the effects of the range of *Bike Now* actions. Individuals may have been influenced by more than one action and not be aware of it. Indeed, in many cases, survey respondents indicated that they had other reasons for taking up cycling (eg to get fit; to lose weight; to save petrol money). An analysis of verbatim comments, however, revealed that 21 people attributed their increased propensity to cycle directly to the presence of the *Bike Now* programme in their workplace although we still could not specifically pinpoint any one initiative that we offered as being 'effective'.

However, we can say definitively that bike buses and bike buddying made very little difference to cycling behaviour, as about five people participated on bike buses as a result of *Bike Now*, and a handful actually had mentoring. Around 100 people participated in cycling skills workshops. While the follow-up survey did not highlight the impact of these workshops on people's cycling, the feedback questionnaires we asked participants to complete at the end of the workshop and the verbatim comments in the follow-up survey indicated that participants found these workshops valuable and that they, in fact, were encouraged to cycle as a result of having completed the workshop. Several people commented on the increased or improved availability of cycle parking as contributing to their increased cycle commuting, while others noted that being able to repair punctures or plan a route were contributing factors to their increased riding.

Fundamentally, we can say that the range of activities/initiatives and the presence of the *Bike Now* programme in the workplace had a noticeable influence in increasing cycling behaviour in a small but consistent way across our sample. Support for this new cycling behaviour was provided by having a champion in the workplace and through the various prompts provided by the presence of the *Bike Now* initiatives, even though many people did not actively participate in the activities.

Based on our experience in creating and piloting the *Bike Now* programme, we have made several observations and suggestions in the following sections.

4.2 Effectively engaging workplaces in the *Bike Now* programme

4.2.1 Private sector business was more difficult to engage with than central or local government

The Auckland organisations targeted for participating in *Bike Now* were primarily businesses, rather than central or local government organisations. As central government agencies and local authorities in particular have an express mandate to behave in a sustainable manner, these organisations were generally easier to engage with than were the businesses, which had other imperatives.

Many business representatives did not see the relevance to their organisation of the range of benefits that *Bike Now* offered, including those derived from a healthy, vigorous workforce, with the potential for reduced absenteeism. Some were concerned about safety risks that could arise from encouraging staff to cycle to work. Others saw travel to work as taking place in the employee's time, ie not the employer's responsibility. In some cases, these perceptions stood in the way of the employer investing resources in the *Bike Now* programme.

4.2.2 A stand-alone, single mode programme may be less easy to promote than more comprehensive travel planning

In some cases, it was not easy to 'sell' the *Bike Now* programme as a stand-alone cycling-based programme. Several companies passed over participating because they wanted to develop and implement a comprehensive workplace travel plan (of which cycling to work would be one modal choice for staff).

While the *Bike Now* pilot was conducted as a stand-alone programme, we had the view from the outset that the initiatives, resources and methodology of *Bike Now* would fit well as part of a travel planner's resource kit or as part of a more general programme promoting physical activity.

That said, we note the recent study (summarised by Davis 2009) by TNO, a Dutch research organisation, which found that regular cycle commuters missed significantly fewer days of work per year than non-cyclists: absenteeism data for 1236 employees in three major organisations was analysed in conjunction with a commuting survey and cyclists had an average of 7.4 days per year absent compared with 8.7 days per year for non-cyclists. This suggests that stand-alone cycle commuting programmes could be quite beneficial for both employers and employees.

4.2.3 The available timeframe for *Bike Now* did not fit with other workplace commitments

Because *Bike Now* was a pilot, which gave it a limited duration, some champions simply ran out of time to fully engage in the programme and bring it to fruition. For example, one organisation had its staff in three workplaces complete the initial survey. However, while they were very positive about *Bike Now*, other commitments meant their attention was taken up by implementing another (unrelated) programme. When that project was complete, the champions made a proposition to management to implement *Bike Now*. By this time, the *Bike Now* pilot programme did not have the resources or time to follow the implementation through with them. With an ongoing programme, perhaps attached to workplace travel planning or a nationally based programme such as the Bike Wise Business Battle, the time could have been taken to get *Bike Now* in place and allow it to run its course.

4.2.4 Establishing the presence of *Bike Now* in the workplace

Where a champion organised a meeting or morning tea for all staff to launch *Bike Now* in the workplace, we found there was a higher rate of engagement in the surveys, greater implementation of *Bike Now*-related initiatives and more cycling occurred.

4.3 Getting the workplace champion 'right' is crucial

Identifying a potential 'champion' (ie a person in an appropriate position of influence) within a prospective workplace was a crucial first step to the *Bike Now* programme, and this sometimes proved difficult. Often the initial contact person was keen to promote cycling within their organisation, but had no power to follow through. In some cases, they referred the *Bike Now* programme to a manager who had little interest in pursuing it through to implementation.

Because *Bike Now* delivered a range of outcomes from sustainability to the health and well being of staff, it was sometimes difficult to assign the programme to the correct role within the organisation. For example, in one workplace, the sustainability manager (who dealt with the sustainable processes of their suppliers) referred the *Bike Now* coordinator to the corporate affairs department staff, who then transferred the coordinator back to the sustainability manager. Some workplaces slotted *Bike Now* in with their 'green' programme (as was the case with Contact Energy); with their travel planners or road safety coordinator (eg city and district council bodies and a district health board); or staff person with employee health and safety responsibilities (another district health board and insurance company). In other workplaces, the champion's role in the organisation was unrelated in any way to cycling, active transport, health or sustainability and the person simply pushed the programme forward as best they could.

Not surprisingly, where the champion's job description included a pre-defined focus on sustainability, transport planning, promoting a green image within the organisation etc, there was a greater likelihood of *Bike Now* being fully implemented and promoted with other staff. This was the case in Wellington's District Health Board; in the participating city and district councils (where the champion was usually an officer with travel planning, road safety and/or active transport responsibilities); and at Contact Energy. In these organisations there was significant promotion of *Bike Now* and a willingness to 'go the extra mile' to organise extra workshops, discounts with bike shops and celebratory events to reward cyclists for their efforts.

Whatever their role within the organisation, the commitment of the champion to cycling generally influenced their commitment to the *Bike Now* programme. Where champions were motivated and organised, more interaction with the *Bike Now* coordinator, fellow staff members, and management took place and more initiatives were offered within the workplace (although take up by staff was still variable). By contrast, if the champion was busy and difficult to contact, it meant that – even with a lot of encouragement and prodding from coordinators – *Bike Now* did not move forward.

At times, some champions were overwhelmed by the amount of time and energy required to push the *Bike Now* programme along within their organisations. Given that most champions were volunteering their time, and that *Bike Now* was outside the scope of the work they do for the organisation they are employed by, it sometimes resulted in delays of weeks at a time due to either more pressing work commitments, or scheduled annual leave breaks. To alleviate the possibility of one person being overwhelmed, some organisations had a team of two or more champions, which meant that they could share the tasks in implementing and promoting *Bike Now* initiatives. The champions could also brainstorm ideas to encourage greater cycling within their organisation.

4.4 Hiring and training effective *Bike Now* coordinators

The *Bike Now* coordinators were the 'causal agents' in the *Bike Now* programme. They were the voice and face of *Bike Now* in the workplace. Without them – to recruit businesses, to support the champions and their staff, to encourage survey completion and brainstorm implementation – the *Bike Now* pilot could not have proceeded.

Knowing this, great care was taken to recruit the coordinators, train them and support them in their role. We wanted them to be consistent in their approach; to be really great with their champions and workplaces; and to be enthusiastic about cycling in general. We also wanted them to commit to being a coordinator for the entire programme pilot.

During the pilot, two of the coordinators resigned: one due to ill health and the other shifted overseas. In Auckland this disruption occurred early on, during the recruiting phase, with the result that potential workplace champions changed their mind about participating when they were not contacted for several weeks. In Wellington, the disruption occurred after workplaces had implemented most of their initiatives, and the change to a different coordinator had a minimal effect.

The coordinator training manual is generally quite prescriptive, including scripts for whole conversations with champions and chief executives; templates for emails, action plans and registration forms; slides for a presentation; and so on.

While it may be argued that the conversations do not need to be fully scripted, the fact that a detailed manual exists means that it can be used as a guide in the future by any coordinator or travel planner (or even a champion) wanting to introduce a *Bike Now*-type programme into one or more workplaces. The methodology (including scripts and templates) could be adapted to be used for most travel behaviour modification activities, including travel planning.

4.5 Other initiatives that could be added to the *Bike Now* toolkit

4.5.1 Incentives and grants for participants and organisations

Bike Now provided a \$250 grant to organisations participating in the pilot, which could be used for (almost) anything cycle-related in the workplace. Most champions thought this offer was a good incentive, and several made the effort to negotiate good deals with local cycle shops to purchase a fleet bike or other equipment for cyclists (such as irons and ironing boards, foot pumps, helmet and reflective vests).

Further grants or incentives would have been welcomed by the organisations, for example to have a budget to fund morning teas to introduce *Bike Now* to the workplace; or for incentives (such as drink bottles, bike lights, stickers) to thank people for completing surveys or attending an event or workshop. This would perhaps have made the task for the champion a little easier and more rewarding. As the pilot was part of a research project with a limited budget, we did not have any additional funds to offer each workplace.

4.5.2 Rewarding cyclists financially

Another initiative that could be added to the *Bike Now* programme (or to the broader workplace travel plan toolbox), is rewarding cyclists financially for cycling to work. This could be a particularly effective scheme where a workplace has limited car parking provision and is seeking to ease pressure on limited space.

Such a scheme has been used in the UK by GlaxoSmithKline. As part of its head office's travel plan, GlaxoSmithKline has provided high-quality cycle facilities (including lockers, drying rooms, showers with shampoo and towels, irons and ironing boards and an on-site bike mechanic one day per week) and rewards its cyclists financially (Department for Transport 2008). Each day they arrive by bike, registered cyclists collect a 'bike miles' sticker, worth £1, which is collected in a book. When the book is filled (£260), it can be redeemed for vouchers to pay for equipment or new bikes from respected dealers (Department for Transport 2008). Cyclists progress to gold and platinum books, which have a special card providing added benefits.

GlaxoSmithKline estimates the programme costs them £400 per cyclist per year, which is much less than the £2000 they would pay to provide them with a car parking space (Department for Transport 2008). More than 10% of the site's employees are registered cyclists. In exploring the issue of financial measures to encourage cycling, Wardman et al (2007) estimated that a £2 daily payment would almost double the level of cycling.

4.5.3 Encouraging organisations to provide trip-end facilities at the workplace

Reflecting on the factors identified in the first survey that would encourage people to cycle (table 3.4), it is readily apparent that a lack of trip-end facilities such as showers and lockers and secure cycle parking are considered significant barriers preventing some people from cycling to work. This was re-confirmed in the follow-up survey, where respondents identified that the provision of parking, shower facilities, and/or iron and ironing boards were factors in influencing them to cycle more – while other respondents highlighted their absence as inhibiting them from taking up cycling.

Encouraging organisations to invest in trip-end facilities, perhaps by outlining the potential savings in employee absenteeism and car parking costs, and increased productivity, could greatly increase the effectiveness of other *Bike Now* initiatives.

4.5.4 Establishing a bike user or other cyclist support group

Where the champions have the time and energy, establishing a bike users group (commonly known as a BUG) within the organisation (if one does not already exist), provides a platform from which to continue to promote cycle commuting within the business. Such a group provides the support to develop the buddying programme, offer puncture repair workshops, provide advice to new cyclists on route planning etc, as well as arranging weekend, after work or other events to promote and encourage cycling in general.

4.5.5 Having cycle skills workshops cater to participants

There was often such a significant mix of skills (eg total beginners and more experienced cyclists) at the workshops, that the trainers found it difficult to know where to pitch a lesson. This meant the more experienced cyclists could get frustrated as the less experienced were encouraged and had their confidence built up.

It also meant that the trainer was reluctant to take a group with total beginners out onto the road, particularly if the training sessions were immediately after work and/or in busy areas.

If feasible, it would be preferable to offer separate cycle skills workshops to the different skill levels of participants. Given the relatively small numbers attending each *Bike Now* workshop, it was not possible to do this in the pilot.

4.6 Recognising the probability of (extensive) bias in our evaluation

4.6.1 Potential biases

Overall, while the response from those completing the survey was largely positive (all the markers suggest that there is more cycling occurring in the workplaces now than prior to *Bike Now*), we have to acknowledge that bias-related issues undoubtedly affect our results, including:

- Self-selection bias (could be identified as non-response bias): those who have something to 'trumpet' are more likely to respond to the survey, while those who have not changed their habits do not. Within our survey, we asked those who did not change their cycling habits about their reasons for this, but there will be those who did not do the survey simply because they saw that a 'cycling survey' did not apply to them. We suspect that self-selection bias was particularly a problem for our results, given the far lower response rate to the second survey. As we had a paired sample, we were still able to indicate change, but not as a percentage of the total population.
- Potential recall bias exists, where respondents could either fail to recall certain events or inaccurately match their level of cycling activity now to the recall period specified in the survey (September 2007). Elsewhere, particularly in studies of recreation participation, Tarrant et al (2003) note that recall bias has typically produced overestimates of participation, particularly where the recall period is six months or longer (as was the case in our survey).
- While the survey was conducted on a 'before' and 'after' basis with the same 27 organisations, it was not a proper panel survey (using the same respondents before and after *Bike Now* was implemented, in effect 'using respondents as their own controls'), in that we did not match respondents from the before survey with those of the after survey. Logistically, this was beyond our budget to manage (the first survey was available to a pool of 17,000 respondents). It is also clear from the results that some people only answered the after survey (eg they began working for the organisation after September 2007 or shifted cities).
- We did not have a 'control group' (or independent group) of businesses where *Bike Now* had not been initiated to take account of the impact of possible 'external factors' (eg increased cost of petrol; weather) on baseline cycling behaviour. It is possible that there was a general trend towards increased/decreased cycling to work due to such external factors. This could have the effect of decreasing or increasing the reported change in cycling to work.
- Considering external factors (such as petrol price increases), we examined Auckland region's (2009) manual cycle monitoring regional summary report for March 2007, 2008 and 2009 data. The Auckland monitoring programme offers a consistent set of cycle count data collected from the same locations, at the same time periods and days of the week on an annual basis since 2007. Our

Auckland businesses were primarily located in Auckland city and on the North Shore, two areas which have quite different cycle count data: in Auckland city, the steady trend is a decline in the average number of cycle movements over the three-year period while North Shore City has had a consistent increase. The contrasting trends make it difficult to comment meaningfully on our results, which showed increases in all locations.

- Potentially faulty measuring devices (in terms of the specific questions used in a questionnaire which may have biased the response towards a positive finding). We did minimise the bias from question wording through careful design of survey questions, pilot testing and analysis of pilot-test results. The fact that between 50% and 62% of respondents in both surveys had not cycled to work in the previous three months suggests that the invitation to complete the survey was not biased, as does the fact that many respondents gave neutral or negative responses to questions around whether or not they were cycling more and chose a range of reasons for any reported increases in cycling.

These potential biases mean that we cannot, with absolute confidence, state that *Bike Now* had a positive impact in increasing the number of people cycling to work over the whole population (the staff of 40 workplaces involved in the project). While there are some obvious steps we could have taken to overcome some of these biases, the time and resource constraints we faced pre-empted these.

If, however, we use the results from the sub-sample of self-selected participants, our results do show that a multi-strategy, process-based programme encourages people, who were previously either non- or occasional cyclists, to cycle to work.

4.6.2 Inability to undertake a benefit-cost analysis

The presence of response bias and the lack of evidence about the effectiveness of the specific *Bike Now* initiatives meant that it has not been worthwhile to attempt a benefit-cost analysis.

4.7 Repeating the *Bike Now* programme

The pilot of the *Bike Now* programme has included the creation of several resources, including handouts or manuals designed to guide:

- setting up and implementing the *Bike Now* programme
- setting up a bike bus
- setting up bike buddying
- establishing a workplace cycle fleet
- establishing secure cycle parking at work
- running cycle skills workshops
- planning a safe cycle route to work
- repairing punctures and other minor maintenance.

Based on the results of the *Bike Now* pilot, we refined the coordinators' manual and the resources for implementing the *Bike Now* initiatives (refer to section 2.4 for a description of the resources available).

The coordinators' manual also includes the first and second surveys, survey report templates, flyer and email templates.

Because of New Zealand-wide interest in the project, all of the resources are available to anyone interested in undertaking the *Bike Now* programme (see the appendices, or the Pinnacle Research & Policy Ltd website www.pinnacleresearch.co.nz which has separate pdf files for the manuals and other resources).

Going forward, there are various ways that the *Bike Now* resources and/or programme could be used to encourage people to cycle to work:

- 1 Implement the full *Bike Now* programme (using the coordinators' manual and other *Bike Now* resources).
- 2 Implement individual initiatives (such as establishing a cycle fleet or cycle parking) using *Bike Now* resources.
- 3 Include the *Bike Now* programme, or some of its initiatives, as part of a workplace travel planning process or within a larger workplace-based physical activity or occupational health programme.
- 4 Use the *Bike Now* programme to 'kick start' community-based travel planning, say as part of the long-term council community plan or cycling plan.

4.8 Future research directions

Given that a range of verbatim comments indicated that the presence of the *Bike Now* initiatives in the workplace prompted people to consider, and in some cases, try out a new behaviour (cycling to work), it may be valuable to conduct a more in-depth exploration of how the presence of such a programme creates motivation for action. There may be other reasons that the participants were not cognisant of, but it may be that evidence could be found to indicate more strongly that the prompt provided by a visible programme in a workplace would be able to achieve behaviour change in people who were in the 'contemplation' group according to the trans-theoretical (stage of change) model.

In future projects or programmes to encourage cycling to work, it may be worthwhile including monitoring of physical activity levels in any pre- and post-evaluation. We did not match the respondents of the first survey with those of the second so that we could report on whether or not there was an increase in take up of cycling among those reporting low physical activity levels at the first survey or if there was a disproportionately greater dropout rate from among those reporting undertaking little physical activity at the time of the first survey. Neither could we ascertain whether their total physical levels had increased, or if they had simply substituted one physical activity for another (eg formerly a participant may have gone to the gym and now they cycle instead) with the net effect being no increase (or even a reduction) in their total physical activity levels. Understanding issues such as these is an important public health consideration, particularly since the greatest reduction in all-cause mortality occurs when the least active increase their activity levels by even relatively small amounts (WHO 2002).

Despite many respondents to the first survey saying they were interested in attending a cycle skills workshop; becoming a passenger on a bike bus; or engaging a more experienced cyclist to work with them as a bike buddy or mentor, we struggled to have people participate in these activities once they were scheduled. This may not be an uncommon experience for workplace-based workshops and seminars (see for example Baudains (2003)), and understanding the reasons for non-attendance could provide useful information to increase attendance rates.

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Appendix A: Media and promotion

Wairau Hospital (Nelson-Marlborough District Health Board)

Hospital staff get on their bikes

The Marlborough Express

Last updated 00:00 21/09/2007 [Text Size](#) [Print](#) [Share](#)



SCOTT HAMMOND/The Marlborough Express

ON YOUR BIKE: From left, nurses Chris Borrie, Jane Macfarlane, Chris Downs and Marion Vercoe test drive the new hospital bike fleet.

The days when a doctor or nurse would have to pedal several miles on their rounds seems to have come full circle with the addition of bicycles to the Wairau Hospital staff fleet.

But this time it's more of a health measure than an economy of scale.

The Marlborough co-ordinator for Bike Now, Kirsty Barr, says when she approached Nelson Marlborough District Health Board they were on the same track.

"It was a matter of good timing. They were already thinking about cycling and what's really good is that management is supporting this."

Bike Now is a year-long national pilot programme being held in selected regions of the country.

It is being run by Pinnacle Research under contract to Land Transport New Zealand.

Chris Downs, Occupational Safety and Health Quality Improvement Advisor at Wairau Hospital, can take a lot of credit for getting the whole bike fleet rolling.

She says staff will be able to book out two of the bikes just like a staff car and the other two bikes will be loaned to staff.

"It could be for people just learning to ride or to encourage them joining in the Marlborough Women's Triathlon. Last year we had more than 90 staff enter."

Other local employers have also got on board the bike initiative.

The Nelson Marlborough Institute of Technology and Marlborough District Council have also signed up for the pilot programme.

"Marlborough District Council is looking very seriously at the whole sustainable transport thing. It's an environment that's really ready for this to happen." said Ms Barr.

She suggested groups set up a bike bus so experienced bikers could buddy up with new bikers.


The employers who take up the option are given a cycling skills workshop to build confidence and improve riding skills for new cyclists. "It's to help people feel safe and confident on the road. In terms of bike rules, it's the same as a vehicle and it's not always easy to negotiate roundabouts."

The hospital's distinctive blue bikes have all the safety features you'd expect and as well as striking a good deal, Reidie Cycles has also offered to adjust the bikes to suit the rider at no charge.

Nelson City Council

The screenshot shows the Nelson City Council website. At the top left is the logo "nelson City Council" with "nelson" in a stylized font. To the right is a green button labeled "Environment" and a graphic of trees. Below the logo is a search bar with the text "Type search phrase here" and two buttons: "Search" and "Advanced".

2 wheels better than 4?



The Council is practising what it preaches.

A road bike has been purchased for staff to use as transport when going to meetings around town.

Transport and Road Safety Co-ordinator Margaret Parfitt said that cycling offers a health bonus to the individual and to the community. "The cyclist gets a bit of exercise, it's much faster cycling around town, plus bikes give you that door to door mobility."

"And thinking about the community, bicycles are environmentally friendly - they need no fuel, give off no fumes or pollutants and they create little noise," said Margaret.

Margaret explained that, especially in town, bikes are a more efficient method of transport than motor vehicles. "Bicycles occupy less road space per person than do cars and so biking increases the efficiency of our roads, while reducing wear and tear of road surfaces. About 16 bicycles can be parked in the space required for one car."

-top-

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Quick Links

- [Cycleway Map A4](#)
- [Cycleway Map A3](#)
- [Cycling in Nelson](#)

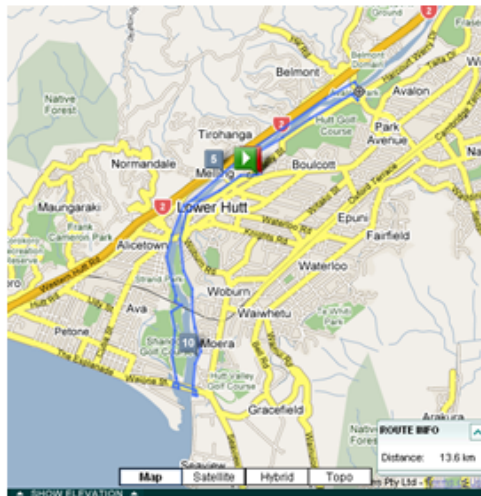
Contact Energy – I can bike to work

A couple of great lunchtime bike rides from the Lower Hutt office

Lower Hutt river ride

Description

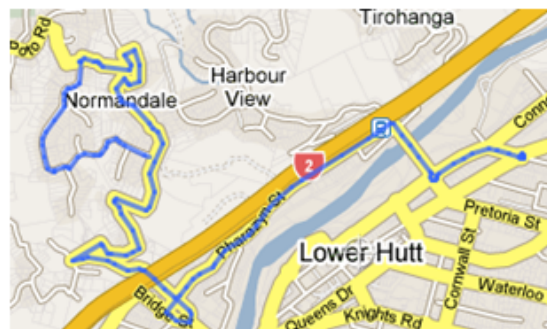
This is a moderate distance ride (approx 14 km) for mountain bikes along the Hutt river trail. The ride is predominantly flat; surfaces vary between gravel tracks, grass and tarmac paths. No riding on roads is required. This ride takes around 35 to 40 minutes at a moderate pace. This ride can be shortened by crossing the river at Melling bridge, Ewan bridge or the Awa railway bridge.



Normandale Hill loop ride

Description

If you're after a bit of an up-hill challenge, start out easy on the flat along Pharazyn Street then cruise over the Normandale Bridge. Follow Normandale Road up until you eventually get to Poto Road on your left. Briefly ride along Poto Road then enjoy the thrill of the downhill by heading down Pokohiwi Road until you end back up on Normandale Road.



i can bike to work.



Facilities you need to know about if you bike to and from work



Bike room....



- Simply move a hook into the location you want (allowing for different widths of handle bars), hook up your bike and secure the frame to the wire cable
- Towel rails and hooks are for your towels, wet clothing, helmets etc



Lockers....



- Level 1 -- lockers in the bike shed
- Level 2 -- in the corridor outside the toilets
- Keys for lockers and the bike shed can be obtained from the Office Manager



Showers....



- 4 showers in total
- Levels 1 and 2 -- one shower in the ladies and another one in the mens
- [More showers will be provided as part of the Brandon St re-fit]



Filtered water....



- Taps in both kitchens and in the alcove to the right of reception



Some handy websites....



- Map my ride: → → www.mapmyride.com
- Greater Wellington: → → www.gw.govt.nz/section1153
- Wellington City: → → www.gw.govt.nz/story8057
- Tarbabies: → → onslowtarbabies.org.nz
- Commuting tips: → → runmuki.com/commute

i can bike to work.

**Free helmet safety check
from Penny Farthing Cycles**

Shane from Penny Farthings will visit the cycling room in Brandon Street from **8.30—9.30am tomorrow (Wednesday) to do a FREE helmet safety check for staff.**

Whether you're a newbie to biking or an old hand, come along and see Shane to ensure your helmet is safe and fits correctly.

Shane will also have a range of new helmets with him which you can purchase at **15% off the retail price**, if you need some new head gear.



.....Page Break.....

i can bike to work.

A wad of things to help you get fit and on your bike...

Staff discounts:

Penny Farthing Cycles – Courtenay Place, Wellington:

- 15% discount off the price of any bike. Each bike purchase includes a complimentary drink bottle, and a Dialed in Motion bike fit
- Your first bike service free of charge
- 15% discount off any cycling accessory purchase
- If you already have a bike, a Dialed in Motion bike fit for \$40

V.I.C. Cycles – High Street, Lower Hutt:

- 10% discount off the price of any bike and 10% off any cycling accessory purchase
- VIC Cycles offer four free service checks for the first 12 months on all new bikes

For both stores, simply present your Contact business card to get the deals. If you don't have a business card, email the Green Team

Free helmet fit and safety check:

Penny Farthings will visit Lower Hutt to do a FREE helmet safety check for staff at 10am – 11am on Wednesday 13 February

Bike seminars:

Keen to come on a 'Cycling 101' seminar to learn about keeping yourself safe out there and other practical cycling tips? Email the Green Team

Bike facilities:

New biking facilities are now in place – so now there's no reason that you can't bike to work and keep your gear safe and secure. Just ask Peter Elder if you need a key to the container

Bike routes:

We've mapped some great lunchtime rides for you – just check out the bike shed

Route planning:

If you want help with planning a safe route to and from work – contact the Green Team and we'll match you up with a keen and experienced cyclist who'll be able to help you out

Appendix B: *Bike Now* coordinators' manual

***Bike Now* coordinators' manual**

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B1 Using the *Bike Now* coordinators' manual

B1.1 The design of the coordinators' manual

This manual is designed to provide any individual or organisation wishing to encourage cycling to work using the full *Bike Now* programme with the tools and skills to do so. If the intention is to implement a specific cycling initiative, the reader is directed to the relevant handout on:

- setting up a bike bus
- setting up bike buddying
- establishing a workplace cycle fleet
- establishing secure cycle parking at work
- running cycle skills workshops
- information on setting a safe cycle route to work
- information on puncture repairs and other minor maintenance.

All of the above handouts are available from www.pinnacleresearch.co.nz.

The manual gives guidance on recruiting workplaces to participate in *Bike Now*, facilitating the initial surveying phase of the programme, implementing the *Bike Now* initiatives and evaluating the effects. In addition to this guidance, the coordinators' manual includes:

- an initial email for contacting potential champions, with a more detailed follow-up email for those who expressed interest
- scripts for phone calls with potential *Bike Now* champions and the chief executives of the organisations
- a script for presentations to staff to launch the *Bike Now* project in their workplace. This was supplemented with a generic PowerPoint presentation prepared by one of our coordinators
- templates for emails to staff inviting them to complete the online survey; thanking those who had completed it and reminding others to do so half way through and near the end of the two-week survey
- the questionnaires for the initial survey and the follow-up survey for evaluation
- flyers to promote *Bike Now* in the workplace and encourage survey completion
- text for articles in staff bulletins or newsletters
- templates for reporting the first survey results to the champions
- a template for an action plan to implement *Bike Now* initiatives
- flyers and posters to raise awareness and to invite people to participate in *Bike Now* initiatives.

The manual recognises that the coordinator is the key to the success of the project; the coordinator owns the progress of each business.

The interventions combined with the coordinators' communication skills and enthusiastic support, are what will make *Bike Now* work.

B1.2 Working with one organisation versus recruiting multiple organisations

The manual has been written as if a *Bike Now* coordinator was recruiting businesses or organisations for participation in the programme. Hence, sections B2 and B3 are dedicated to the successful recruiting of participant organisations.

If the *Bike Now* programme is being implemented by someone within a business/organisation (ie in-house), the coordinator should use the manual beginning with section B4, unless there is the need to recruit an additional champion or obtain agreement from the chief executive for participation in the programme.

B1.2.1 Training *Bike Now* coordinators

It is feasible to use the manual as the basis for training *Bike Now* coordinators to deliver the *Bike Now* programme. Table B1 outlines a possible schedule for a one-day workshop to train coordinators in the recruitment of workplaces, the critical first step of the *Bike Now* programme. This may not be necessary for an organisation that is picking up the concept and running *Bike Now* in its own workplace. We recommend using a trainer skilled in facilitation for the workshop.

Table B1 Indicative timeline for the coordinator's training day

Topics to be covered	Duration in minutes	Start time
Welcome and introductions	15	9.00
Why are you doing it? – sharing	10	
Timetable for the day	5	
Emphasise that they are the face of <i>Bike Now</i> and its success depends on them. Review coordinator criteria and expectations	5	
Clarify project objectives	5	
Snapshot of project timeline	5	
Contractual matters	10	
Hand out manuals	5	
Explain each step in detail	20	
Break	15	
Continue to explain each step in detail	25	
Explain other resources	5	
Questions	15	
Lunch	60	12.00

Topics to be covered	Duration in minutes	Start time
Coordinator objectives, possible obstacles and brainstorm solutions	10	
Planning – the numbers game – weekly, monthly, year plans: template	10	
Working as a team – communicating with each other and with manager	5	
Planning – they schedule their <i>Bike Now</i> time in their calendars	15	
Create lift speech	15	
Do a dummy run of a call to champion	5	
Do a dummy run of a call to CEO	5	
Do a dummy run of a workplace presentation	10	
They role play each step, vanilla	15	
Hand out prospect lists for each coordinator	5	
Discussion of lists and how to prioritise	10	
Discuss potential barriers to success and brainstorm solutions	30	
They role play handling objections and overcoming obstacles (hand out cards with different scenarios) – practice listening, recreation, creating inspiration and motivation. They provide ideas for possible objections	85	
Possible objections:		
Champion too busy		
CEO thinks the champion is too busy		
A worker agrees to complete the survey by a specific date but doesn't do it.		
Total duration	7 hours	End 4pm

B2 Initial approach to the business and potential champion

Note: from this point forward, the manual is written assuming that the person reading and using the manual is the *Bike Now* coordinator.

First, you will need to compile a list of potential businesses or organisations that might participate in the *Bike Now* programme. This could be drawn from participant lists in other cycling-related or team-building programmes, such as the Bike Wise Business Battle, dragon boat racing or cycle challenges with team events. Another possibility is to seek organisations with membership in sustainable or green business organisations, or who are known to have an interest in the environment and/or their employees' health and well-being. It is useful to find out the name of the person(s) who spear-headed the organisation's involvement in an event, or alternatively, that of the chief executive officer (CEO), so that you can personalise the first contact you make with them.

The first direct contact is an email to your potential champion or contact person acknowledging their commitment to the other events/programmes, and inviting them to participate in a new initiative, namely the *Bike Now* programme. If requested, a more detailed email can be sent. If the person responds

positively to the first email(s), then a phone call or meeting is scheduled to further discuss the organisation's participation in *Bike Now*.

Templates for the first two emails and a script for the first phone call or meeting with the champion are provided in the following sections. The templates can easily be modified to meet the programme requirements.

B2.1 First email

Note material in square brackets [] indicates text that may require modification or, in some cases, be omitted.

Dear Champion/team coordinator

[I am sending this email on behalf of the *Bike Now* project team.]

[*Acknowledge their leadership/commitment, where known, eg*: Congratulations on your organisation's success in the recent Bikewise Battle. Without your leadership, no one in your workplace would have had this experience. Thank you!]

We invite you and your colleagues to be part of an exciting new cycling initiative. *Bike Now* is a year-long project designed to make it easier for employees in your organisation to cycle to work.

We are asking you to

- let us know if you are interested
- take a phone call, when it suits you, from the *Bike Now* coordinator
- introduce us to your key decision-maker(s), to inspire them to support *Bike Now* in your workplace.

Please email us at [*email address*] if possible, by the end of this week [*date*].

Bike Now provides an opportunity for others to experience the fantastic benefits of cycling to work, including feeling great; working smarter; strengthening the 'team'; and looking after the environment.

We look forward to hearing from you.

Kind regards,

Bike Now Coordinator

[*email address*]

B2.2 Follow up to initial email

Send this email if the contact person/champion requests further information prior to agreeing to a phone call or meeting.

Dear Cyclist Champion!

Thank you for your reply! We are excited by the amount of interest shown by the responses so far. A number of you have asked for additional information about *Bike Now* and that is the intention of this email.

After speaking with your decision-maker and getting a commitment to the project, we will launch *Bike Now* in your workplace. To do this, we would like to make a 15-minute presentation to staff to explain what the *Bike Now* project is, what we can provide, what we are asking people to do, and the benefits of being involved in *Bike Now*. We will also ask people in your workplace to complete a quick online survey (5–10 minutes) some time in [date].

Based on the results of this survey we will recommend initiatives which are designed to encourage people in your organisation to bike to work. A few of them are likely to be:

- 1 Bike buddy: a lesser-experienced cyclist is paired with a seasoned commuting cyclist who can provide support (which may include some teaching of safe cycling habits) for the journey to and/or from work.
- 2 Bike bus: just like the motorised version, a bike bus has a scheduled start time and route that a group of cyclists rides – it may even have bike bus stops along the route to pick up additional riders.
- 3 Cycle skills training: 4–6 hour workshop (in 1–3 sessions) designed to prepare less confident cyclists to ride to work. Includes on-road training and advice on such things as clothing, bike maintenance, and choosing routes.
- 4 Creation of secure cycle parking at the worksite: this could be in one of several forms, including converting an unused room, installing cycle stands, or an enclosure.
- 5 Provision of a 'cycle fleet' at the workplace for travel during working hours (to visit clients, attend meetings, personal business, fitness, etc).

Bike Now coordinators will be working with your organisation to implement the selected initiatives. There is no pre-determined level of financial commitment. The bike bus and bike buddy initiatives don't require any financial commitment unless your organisation would like to sponsor vests, sashes, or other items. The cycle skills workshops will require a trainer to deliver them, which could be funded by the organisation or through participants' workshop fees. The cycle fleet could be funded by your organisation; bikes could be donated by workers; or there could also be some contribution by a sponsoring bike shop that your organisation has a relationship with. Similarly with secure parking, the organisation could fund the installation of stands, hooks or a cage; alternatively, it may be possible to convert an unused room to a bike storage area.

Commitment to the project from you and the decision-makers in your organisation will be necessary to make *Bike Now* work. We would like your organisation to provide some staff encouragement, and a little space and time, namely:

- space for meetings
- space for a cycle fleet or cycle parking (if requested by staff), and some financial input if the organisation wants to go ahead with it
- time: people will attend the launch (15 minutes) and fill in the survey (5–10 minutes, three times over a year). Some people will also speak to the *Bike Now* coordinator for advice and guidance.

There could be a group of cycling enthusiasts in your organisation and we want to encourage them to become involved in *Bike Now*, too. Perhaps they would help set up a 'servicing workshop' onsite or organise a local bike shop to provide servicing, etc. They could have other ideas and we would love to hear them!

We are aiming to implement these initiatives over the period [*date/s*], and to provide on-going support and advice over several months.

A few months after implementation, we will ask staff to complete a second 5–10 minute online survey so we can find out what has – or hasn't – worked. We will then continue to offer some support based on the results of that survey.

Thank you for your interest so far. One of our coordinators will be in contact with you soon.

Kind regards

[*name*]

Bike Now coordinator

[*Email address*]

B2.3 First meeting/call with the champion

Following the email(s), you will organise either a phone call or face-to-face meeting with the potential champion in an organisation. During this call/meeting, you will want them to understand the value to themselves personally of being part of *Bike Now*, as well as the benefits for their organisation.

B2.3.1 Purpose of the call

The purpose of the call to the champion is to:

- 1 qualify them – are they a 'yes' or 'no' to being the champion?
- 2 ask them to commit to a regular time to communicate with you (preferably by phone)
- 3 ask if there is a staff meeting scheduled? If so, when? Can we be present at that meeting? If the champion doesn't have the authority, who does? Can the champion introduce you to this person?
- 4 ask if they have the authority, and if a staff meeting is not already scheduled, schedule a presentation to staff
- 5 ask them to provide an introduction to the CEO
- 6 confirm a time for a follow-up phone call
- 7 if necessary, ask for names and contact details of people they know who might be a champion in another organisation that could participate in the *Bike Now* programme.

B2.3.2 What are possible benefits of the project to the champion?

Potential benefits include:

- leadership opportunity
 - good experience
 - possible recognition
 - relationship building within the organisation
- fun
- organisational benefits
 - productivity – energy, health (reduced sick days), focus, mood
 - teamwork – camaraderie, improved relationships
 - corporate citizen obligations – the environment, others?

B2.3.3 Checklist

The checklist (table B2 below) is designed for you to keep a record of the champion's responses and concerns. Please be familiar with this checklist so you can write responses and keep listening.

Table B2 Checklist for call or meeting with champion

[Insert organisation name here]
Time to call again
Champion will ring CEO – yes/no
Survey issues/solutions
Other assistance
CEO reactions/benefits
Communication tools
Initial staff meeting/communication

B2.3.4 Possible script

This script is designed to achieve the outcomes. You may stick to it closely, or become familiar with it and have it as a guide, or not use it at all, whichever you feel will be most effective for you.

If you do use the script you should practice and be really familiar with it, so you don't come across as 'reading'.

Find out CEO name from reception or other source first.

This is a generic script. You can add plenty of enthusiasm, pizzazz and excitement, according to how you read the person you are talking to.

'Hello. This is [*coordinator's name*] from *Bike Now*. Do you have a few minutes to talk? (*If not, don't forge ahead – make a time to call back*). I am calling about the new *Bike Now* project. I'm really thrilled that you are interested in taking part. We sent you a detailed email recently – did you receive it? Do you have any questions about it? What we want to do is simply provide ways to make it easier for people in your organisation to bike to work.

The reason I am talking to you is that you have been successful in this area already, in [*name of programme, event or activity*], and perhaps other projects as well. We would really like you to be the champion for your organisation. What this would mean is communicating within [*organisation name*] – sending a small number of emails that we will provide, arranging a meeting room for the launch, assisting me in implementing some of the *Bike Now* initiatives by organising a meeting, putting up flyers and/or sending out emails and generally being enthusiastic. It is designed specifically to require little time on your part – generally averaging a few minutes per week. However, you could be more involved too, and that would be fantastic, but only if you wish. How do you feel about this? (*listen*)

I'd love to know what it is about cycling to work that appeals to you – ie why would you do this? (*stop and listen. It's really important that they get inspired at this point, if they are not already, and that you understand what inspires them. If they are not sure, ask if any of the following would be of interest – take your time and let them muse and talk*):

- leadership opportunity – good experience; possible recognition; relationship building within the organisation
- fun – getting involved with others who also enjoy cycling, whether they are new to it or not. It is also great to be working with colleagues on something positive, rather than focusing on problems
- contributing to the organisation in many ways: productivity – energy, health (reduced sick days), focus, mood
- teamwork – camaraderie and improved relationships; corporate citizen obligations – the environment

Are there any others you can think of?

Would you be able to mention to your CEO that I will be calling him/her in the next few days? We want the CEO's support for the project. They don't have to do anything but it makes a difference when there is support from the top. I will just tell (him/her) about the project and its benefits to people and the organisation as a whole.

We want everyone in the organisation to come to the launch, which will be a short, snappy 15-minute presentation. A few days later we would like them to spend 5–10 minutes completing an online survey that we will provide. It will be shorter for those really not keen on cycling, slightly longer for those keen or able to be of service as a mentor. It's really important that everyone does it. Do you think there will be any problem getting everyone to do the survey? (*Then if they say yes*) What can you think of that would help people overcome this?

Over the next few weeks and months we will provide advice and tangible help based on the results of the survey. We will ask them to do another short survey once *Bike Now* has been implemented.

As we said in the information email recently, based on the results of this survey we will propose initiatives which are designed to encourage people to bike to work. A few of them are likely to be:

- 1 Bike buddy: a lesser-experienced cyclist is paired with a seasoned commuting cyclist who can provide support (which may include some teaching of safe cycling habits) for the journey to and/or from work
- 2 Bike bus: a bike bus is a group of cyclists, riding together for convenience, safety and fun. Just like a bus, there is a scheduled start time and route to follow
- 3 Cycle skills training which *Bike Now* will provide out of office hours
- 4 Installation of secure cycle lockers or cages at the worksite – this could be in an unused room
- 5 Provision of a 'cycle fleet' at the workplace for travel during working hours

Can you think of any other assistance that would be useful? (*really listen and take notes here but don't make any promises*)

How do you think the CEO will react to the *Bike Now* project? What would make it more likely for him/her to be receptive? Does he/she have any particular hot buttons at the moment in terms of business goals or challenges? Are there any other benefits to him/her that you can see?

Is email the best way to communicate with people in general? Could we send you emails to forward to everyone in your organisation?

We think a crucial element to the success of *Bike Now* will be the launch to let everyone in your workplace know about it. The best way would be face to face, as I said earlier, doing a 10–15 minute presentation. Are there any staff meetings scheduled in the near future that this could be tacked on to? If not, would it be possible to arrange a short meeting? Could you do this? What would we have to do to get everyone to attend? *If a presentation isn't possible, discuss communication methods with the champion:*

At the launch we will talk about the various benefits, which I know you are aware of. Are there any particular benefits that will make a difference here that I may not be aware of? Is there any particular reluctance you know of that people in your workplace may have about biking to work?

Is there are a group of enthusiasts in the organisation? (*listen and take notes – names would be good*). We may consider encouraging them to involve a local bike shop or some such to provide servicing, etc. Or perhaps they want to help set up a 'servicing' workshop onsite.

(*If you are seeking further business prospects*) I have one last question – do you know anyone else in another organisation, who, like you, is enthusiastic about cycling and would be a good contact? We are initially interested in organisations which have a minimum of 10 staff, and where there are at least some workers who do not currently cycle to work.

Thanks very much for your support and time. Without your help the *Bike Now* project just couldn't work, so I really appreciate it. I think it will be very exciting – I'm really looking forward to working with you. Do call or email me if you have any questions. I will get back in touch with you once I have spoken to the CEO.'

Note: if this contact person doesn't agree to be the champion for any reason, ask them to recommend someone else who could be interested and who we could approach.

B3 Initial approach to the CEO

Following your first call/meeting with the champion, you may organise a phone call or face-to-face meeting with the CEO of the organisation. During this call/meeting, you will want the CEO to understand the value to them personally of being part of *Bike Now*, as well as the benefits for their organisation.

B3.1 Purpose of the call

The purpose of this **call** is to:

- get them to commit to meeting you

If they won't meet you, have the conversation on the phone.

The purpose of the **meeting** is to:

- get them to commit to their company taking on *Bike Now*
- get them to commit to telling his/her people he/she supports *Bike Now*.
- ask them to introduce you at the launch.

If they are uncommitted after meeting with you, cross them off the list.

Reassure them that they are not up for huge amounts of time, money or other resources, but need to be very straight about this – we are not proposing showers or buying bikes for everyone.

B3.2 What are possible benefits of the project to the CEO?

Potential benefits include:

- productivity – energy, health (reduced sick days), focus, quality of work, mood
- reduced costs of transport
- teamwork – camaraderie, improved relationships
- corporate citizen obligations – the environment; employee well being.

B3.3 Checklist

The checklist in table B3 is designed for you to keep a record of the champion's responses and concerns. Please be familiar with this table so you can write responses and keep listening.

Table B3 Checklist for call or meeting with CEO

Name of CEO, organisation
Time to call again
CEO benefit/hot buttons
Current view on support of cycling to work
Survey issues/solutions
Will come to launch – yes/no
Will introduce me – yes/no
Agrees to send email from CEO address – yes/no

B3.4 Possible script

Again, this script is designed to achieve the outcomes. You may stick to it closely, or become familiar with it and have it as a guide, or not use it at all, whichever you feel will be most effective for you.

If you do use the script you should practice and be really familiar with it, so you don't come across as 'reading'.

This is also a generic script and you can add plenty of enthusiasm, pizzazz and excitement, according to how you read the CEO. Many CEOs are very busy and focused on the bottom line; if they are results focused, be very respectful of their time. If they are chatty, respond likewise.

You will notice that the whole benefits conversation is up front, and as early on as possible. If the CEO needs to know more about *Bike Now* first you should go with that, and cover benefits later in the conversation.

This is a summary of the flow:

- 1 short description
- 2 benefits
- 3 commitment (space and time)
- 4 launch
- 5 interventions
- 6 funding
- 7 timeframe
- 8 challenges?

'Hello. This is *coordinator's* name from the *Bike Now* project that [*champion's name*] will have mentioned to you. Do you have a few minutes to talk? (*If not, don't forge ahead – make a time to call back*). The aim of *Bike Now* is to make it easier for your staff to bike to work, and we provide resources to do this. What do you already know about it? (*Listen. If they don't know about it, include a short description here: Bike Now is a year-long project designed to make it easier for employees in your organisation to cycle to work.*

(Don't pre-empt this, but if they are concerned that it will require financial input, reassure them that it doesn't have to have financial input from the business, but that they need to be committed and that it will require a little time and space to hold a meeting. Then say that you will tell them more when you understand what the benefits would be to them, so that you can make it more relevant).

What benefits do you see? *(Listen and note)* Do you have any particular goals or challenges in the area of productivity or teamwork at the moment? *(Stop and listen. Question if appropriate)*. Are there any other benefits you can see?

There are other benefits your business could take advantage of: *(tell them the ones they haven't mentioned. After each benefit check in with the CEO – and note to see if that is important to them.)*

There are many benefits your business could take advantage of by participating in *Bike Now*.

For example, do you have any particular goals or challenges in the area of productivity or teamwork at the moment? There is evidence that cycle-friendly workplaces generally have greater morale, lower absenteeism and higher productivity. The key benefits are:

- cyclists are more alert, less prone to stress or accidents and take fewer days off sick
- people arrive on time, freed from traffic jams and public transport not running to time
- healthy people are more productive and have better attitudes to work, with improved morale, motivation and loyalty
- being fit and healthy enhances creativity and innovation.

(After each benefit check in with the CEO – and note to see if that is important to them.)

Also, by increasing the number of people cycling in your organisation, your business could lower direct costs through cheaper business travel.

Many short trips could easily be made by bike. Workplace shared bicycles cut vehicle fleet costs. Think of the savings in taxi and bus fares, and car travel payments.

Cheaper parking

Parking for 10 bikes can be provided for the cost of a single car park space *(from EECA Cycle Friendly Employer Guide on SPARC website)*. Less demand on car parking space may decrease costs. *(Often corporate leases include a set amount of parking spaces and unless the building owner has an unmet demand and can re-lease the space, there may be no difference in the lease costs – find out if this is important to the CEO.)*

Lower company car bills

Providing a company bike and a cash alternative may encourage more employees to forgo a company car, cutting the cost of the scheme.

You will have greener corporate image

Cycling burns no fossil fuels, creates no air pollution or greenhouse gas emissions and uses very little land. A cycle-friendly workplace contributes to a reduction in air pollution and road congestion. A pro-cycling policy could enhance your reputation with customers and potential employees.

Do you have any corporate goals around sustainability or protecting the environment? (*wait for response*)
Participating in this project would be an avenue to meeting this obligation.

Are there any other benefits you can see that we haven't mentioned?

Summarise what you think are the benefits that mean the most to the CEO. Get their feedback until you are clear. The reason is to make sure that you have heard the CEO and the CEO knows this to build the relationship and ensure real listening. It is supposed to be simple and quick.

Your commitment to *Bike Now* is necessary to make it work. We would like you to provide some staff encouragement, and a little space and time. Space would be for the *Bike Now* launch and time for people to attend the launch (15 minutes) and fill in a survey (5–10 minutes, three times over a year). Some people will also want to speak to the *Bike Now* coordinator for advice and guidance.

We would like you to be known to support *Bike Now*, and to encourage your staff to participate in the project.

We would like everyone in the organisation to come to the launch, which will be a short, snappy 15-minute presentation. We have discussed the presentation with [*champion's name*], who has suggested a meeting on [*date*]. We would like everyone to be there. Obviously it would be great if you could come to the launch too. (*if a staff meeting has been identified with the champion mention it here*). Would you come? Thanks, it will be fantastic to have you there.

Would you introduce me at the launch?

Also, could you let your people know you encourage them to attend? What would be the best way to do this? What would be the best timing for it? Would you do that? Thanks. (*Make sure he/she makes a note of what they are going to do and by when.*)

I have created a possible email to invite everyone to the launch which we would appreciate being sent from your email address. Can your personal assistant/executive assistant do this?

A few days after the launch we would like everyone to spend 5–10 minutes completing an online survey that we will provide. It will be shorter for those really not keen on cycling, slightly longer for those keen or able to be of service as a mentor. It's really important that everyone does it. Do you think there will be any problem getting everyone to do the survey? (*Then if they say yes*) What can you think of that would help people overcome this? Would you encourage them?

Over the next few weeks and months we will provide advice and tangible help based on the results of the survey. We will ask everyone to do another short survey once *Bike Now* has been implemented.

Have you seen the information email we sent to [*champion's name*] recently? It outlined initiatives we may propose, based on the results of this survey, which are designed to encourage people to bike to work. A few of them are likely to be:

- 1 Bike buddy (sometimes also known as bike mentoring) where a lesser-experienced cyclist is paired with a seasoned commuting cyclist who can provide support (which may include some teaching of safe cycling habits) for the journey to and/or from work. The pair can choose to have an on-going cycling arrangement or it may be short term.

- 2 Bike bus: a bike bus is a group of cyclists, riding together for convenience, safety and fun. Just like a bus, there is a scheduled start time and there may even be designated bike bus stops along the route to pick up additional riders. The journey home may be taken individually or as a group.
- 3 Cycle skills training which *Bike Now* will provide out of office hours.
- 4 Installation of secure cycle lockers or cages at the worksite – this could be in an unused room.
- 5 Provision of a ‘cycle fleet’ at the workplace for travel during working hours (to visit clients, attend meetings, personal business etc).

Do you have any budget for this sort of activity?

(If they seem keen) Depending on what your staff says in the survey, you may want to make a funding contribution as well as provide space for a cycle fleet or cycle parking. We can discuss this further once the staff has completed the first survey.

You may choose to provide a small amount of funding for some specific cycling support but it isn’t mandatory. *(If they are excited about the idea, then suggest that they might provide reflective vests or sashes for riders with company branding or something like this.)*

There could be a group of enthusiasts in your organisation and we want to encourage them to involve a local bike shop to provide servicing, etc. Or perhaps they would want to help set up a servicing workshop onsite. They could have other ideas too. Can you think of any other assistance that would be useful? *(Really listen here but don’t make any promises.)*

We are aiming to implement these initiatives over the period [date/s] and to provide support and advice over several months. Once the initiatives are in place, we would like to officially celebrate *Bike Now* in your workplace.

Early in [date] we want people to complete a second 5–10 minute online survey to show us what has and hasn’t worked. We will then continue to offer support based on the results of that survey.

What, if any, particular or perhaps unusual challenges can you see to the project being successful in your organisation?

Would you like us to email you a regular progress report? We will use [champion’s name] as our main contact. Is there anything else we need to know? Do you have any questions?

Thanks very much for your support and time. I look forward to seeing you at the launch. It will make an enormous difference to the benefits your staff will get.’

B3.5 Pre-launch approach to the CEO

If appropriate (based on your initial phone call or meeting with the CEO or if you have not spoken with the CEO before), approach the CEO before the launch to see if they would like to provide something to help generate corporate good will with their employees. It could be used at the launch or later for the celebration. It could be the vests, sashes, another gift, ankle/wrist wraps, gift certificates, or party food.

B4 Contacting the staff within the organisation

B4.1 Email invitation to presentation

Ideally this email will be sent as a meeting invitation from the email address of the CEO or his/her PA.

Subject line: Exciting *Bike Now* launch at [location] on [date] as part of staff meeting

(Remember to click on BCC (blind carbon copy))

Hi all,

At our next staff meeting at [location] on [date] there will be a short presentation by *Bike Now*. [Name], [coordinator] of *Bike Now* will give us an outline of this national bike-to-work project, which provides support and resources to encourage us to ride to work. Even if you are not interested in biking, *Bike Now* wants to understand why – input from everyone will make a difference.

Cycling to work more often will

- clear your head and de-stress you
- help you get through your work with more zing
- make you fitter and healthier
- help keep our carbon count down
- take time and money from commuting to spend on more rewarding pursuits!

Please RSVP now.

Thank you for your participation – it is valuable and appreciated.

We look forward to seeing you there.

Regards

[CEO and champion names]

B4.2 Standard email with full programme information

This is a sample email for an organisation where it is not possible to do a presentation to staff. It should be copied and pasted into an email, not sent as an attachment. Ideally it will be sent from the email address of the CEO or his/her PA.

Subject line: *Bike Now* [insert survey web link]

(Remember to click on BCC (blind carbon copy))

Hi [name],

Bike Now is an exciting new project, which provides support and resources to encourage us to ride our bikes to work. Even if you are not interested in biking to work, *Bike Now* wants to understand why – input from everyone will assist *Bike Now* to help those who do want to cycle.

Bike Now is asking each of us to complete a simple survey by answering a few online questions. Based on the results of this survey *Bike Now* will propose initiatives which are designed to make it easier for us to bike to work.

Cycling to work more often will:

- clear your head and de-stress you
- help you get through your work with more zing
- make you fitter and healthier
- help keep our carbon count down
- take time and money from commuting to spend on more rewarding pursuits

Even if you don't cycle, you will get benefits from your colleagues biking to work more often!

Please complete the survey before [*day before the deadline*]. The link is [*insert survey web link*]. It will take 5–10 minutes to do (less if you are not keen on cycling).

[*Name*], *Bike Now* Coordinator, will be in touch with us in the next few weeks to let us know what resources they will be implementing in our organisation.

Thank you for your participation – it is valuable and appreciated.

Kind regards

[*Champion*]

[*Coordinator*] of *Bike Now*

B4.3 Emails for initial *Bike Now* survey

B4.3.1 Email to launch survey in organisation

This email is sent out following the meeting and presentation with staff. It is not necessary to send it out if the staff have already received the email with the full programme information.

Subject line: *Bike Now* [*insert survey web link*]

(Remember to click on BCC (blind carbon copy))

Hi [*name*],

As you may be aware, *Bike Now* is an exciting, new project, which provides support and resources to encourage us to ride our bikes to work. Even if you are not interested in biking to work, *Bike Now* wants to understand why – input from everyone will assist *Bike Now* to help those who do want to cycle.

Bike Now is asking us each to complete a simple survey by answering a few online questions. Based on the results of this survey *Bike Now* will propose initiatives which are designed to make it easier for us to bike to work.

Cycling to work more often will

- clear your head and de-stress you
- help you get through your work with more zing
- make you fitter and healthier
- help keep our carbon count down
- take time and money from commuting to spend on more rewarding pursuits

Even if you don't cycle, you will get benefits from your colleagues biking to work more often!

Please complete the survey before [*day before the deadline*]. The link is [*insert survey web link*]. It will take 5–10 minutes to do (less if you are not keen on cycling).

[*Coordinator*] of *Bike Now* will be in touch with us in the next few weeks to let us know what resources they will be implementing in our organisation.

Thank you for your participation – it is valuable and appreciated.

Kind regards

[Champion]

[Coordinator] of *Bike Now*

B4.3.2 Emails to champion and staff after survey has been live for one week

This is very generic. Phrases you may want to make more specific are:

- champion
- ABC Company
- people – give a number if you can
- end date (x 3)
- everyone – give a number if you can
- user number at the end of the web link (x 2).

Hi [*Champion*]

ABC Company people have started doing the *Bike Now* survey, which is really great. I'm sure we can get more to complete it and get an even healthier response by [*the end date*]. Thanks so much for all your hard work and for making it happen.

I have attached an email below which you can choose to use or change to suit your staff and encourage them to take part. I will also send around a 3-liner for you to forward to staff a couple of days before [*the end date*].

Thanks again

[*Coordinator's name*]

Bike Now Coordinator

Subject: *Bike Now* survey – [*insert survey web-link*]

To everyone who has completed the *Bike Now* survey, your input will really make a difference – thank you!

Just a reminder to anyone who hasn't yet completed this survey – *Bike Now* would love to hear from ALL staff so they can learn more about how people get to work. Based on the results of this survey, *Bike Now* will then offer resources or advice to support easier, safer cycle commuting. So even if you can't or don't want to bike – for whatever reason – your responses are crucial. Your colleagues will benefit from your input, and so will people in other New Zealand organisations.

The survey needs to be completed by [*end date*]. You can complete this short survey (5–10 mins) now by going to: [*insert survey web-link*]

Thanks for your help and support with the *Bike Now* programme.

[*Champion*]

B4.3.3 Emails to champion and staff one-to-two days before survey closes

This is very generic. Phrases you may want to make more specific are:

- champion
- ABC Company
- many people (give a number if you can)
- end date (x 2)
- user number at the end of the web link (x 2)

Hi [*Champion*]

Congratulations! Many people at *ABC Company* have now completed the *Bike Now* survey. Your support has been really great and given a good response. With just a little more encouragement I'm sure we can get even more staff to complete the survey by [*the end date*].

As promised, I am sending you a possible 3-liner email that you can use as is, or change to suit your staff and encourage them to participate.

I really appreciate your hard work.

Thanks again

[*Coordinator's name*]

Bike Now Coordinator

Subject: Only a couple more days to do the *Bike Now* survey [*insert survey web-link*]

We have had a great response to the *Bike Now* survey, so thank you if you have already participated.

A reminder to anyone who hasn't yet completed this survey - even if you can't or don't want to bike - for whatever reason - your input will make a difference to others.

The survey needs to be completed by [*end date*]. You can complete this short survey (5-10 mins) now by going to: [*insert survey web link*]

Thanks for your help and support with the *Bike Now* programme.

[*Champion*]

B4.3.4 Emails to champion and staff after completion of survey

This is very generic. Phrases you may want to make more specific are:

- champion (name)
- ABC Company
- ### - give a number

If you have already sent the champion the survey results, you will want to change the first paragraph to reflect this!!

Hi [*Champion*]

ABC Company people completed the *Bike Now* survey, which is really great. Thanks so much for all your hard work and for making it happen. I will be in touch soon with the survey results and to discuss the next 'implementation phase' of *Bike Now*.

I have attached an email below which you can choose to use or change to suit your staff and let them know what *Bike Now* and their organisation is up to now.

Thanks again,

[*Coordinators name*]

Bike Now Coordinator

Subject: *Bike Now* initiatives are on their way!

Thank you to everyone who completed the *Bike Now* survey, your input is really valuable!

We are now exploring possible actions - so keep an eye out for *Bike Now* initiatives appearing over the next couple of months.

There will be opportunities for ALL STAFF to be involved in *Bike Now*, whether or not they completed the survey.

Thanks again for your help and support with the *Bike Now* programme.

[*Champion*]

B5 Implementation process

B5.1 Introduction

By now, the workplace has completed the first survey and you have acknowledged the champion for their role to date.

Now is time to use the results of the survey to customise the *Bike Now* programme to their specific workplace.

B5.2 Report on first survey to organisation

A template for the report on the first survey is found in annex C. The report provides the champion (and their CEO) with information on how many people are interested in each of the *Bike Now* initiatives, as well as other actions the organisation may wish to take on (such as the guaranteed ride home initiative, creating access to showers, etc).

The following sections outline the steps to implementing the appropriate *Bike Now* initiatives in a specific workplace.

B5.2.1 Email to champion with first survey results

Dear [*Champion*]

Thanks for everything you – and your colleagues – have put into *Bike Now* so far.

Now that the survey is complete, we are very pleased so send you a summary of the relevant data. This shows how you can help your colleagues cycle to and from work more often.

The responses suggest that the following *Bike Now* interventions will be useful in your organisation:

- 1 [To be filled in by the coordinator after reading the summary]
- 2 [To be filled in by the coordinator after reading the summary]
- 3 [Etc]
- 4 [Etc]

I will call you in the next couple of days to discuss the results of the survey, interventions and possible implementation. Congratulations again on the progress so far.

Regards

[*Coordinator*]

B5.3 Initial telephone contact after the survey results are sent

One or two days after you have sent the survey report, attached to the email template, to the champion, you will ring the champion and:

- 1 Go over the survey summary to ensure the champion understands what is being said.
- 2 Make it clear that *Bike Now* is able to provide support only for the specified *Bike Now* interventions. If the business does not require all of the stipulated interventions, don't refer to the interventions not applicable to them. If the *Bike Now* programme is able to provide financial support or other resources (such as a cycle trainer to run a cycle skills workshop, or assist in obtaining cycles for a cycle fleet), then go over these with the champion.
- 3 Support the champion verbally in implementing any interventions beyond the *Bike Now* initiatives that will make a difference and which require either time on the part of the champion and possibly mentors, and/or funds from the business.
- 4 Offer to send information on the interventions that will make a difference in the business for the champion to look over.
- 5 Invite the champion to consider what is required (time and money) to undertake all of the initiatives staff have indicated they are interested in – re-iterate that the bike buddy and bike bus initiatives require minimal or no financial input, but will require a few hours to get up and running. They may also be able to organise workshops for bike maintenance or flat tyre repairs through a local bike shop or by asking an enthusiastic experienced cyclist within their organisation to run one.
- 6 Suggest having a meeting in the organisation for all interested staff to get the ball rolling on bike buddying, bike buses, loan bikes and the workshop. Templates are provided in annex D for inviting staff, the agenda, the meeting transcript, sign up forms, etc. In one meeting, you and the champion can get things happening and spread the work load by having people volunteer to be responsible for different initiatives.
- 7 Tell the champion that *Bike Now* wants to assist them to have everything in place for [*date*].
- 8 Let them know that it would be great to have an official organisational celebration in [*date*]. Make a date if possible.

You may also decide have an exploratory conversation about the following:

- which initiatives they are going to take on
- timing
- celebration.

The coordinator will call at the arranged time and discuss how the champion will plan to implement the interventions. There may need to be two conversations to complete this piece of work – one to discuss alternatives and ideas for how best to implement, and one to confirm the actions they are committed to taking.

Make a time for the next phone call to discuss what actions need to be taken for implementation of the initiatives.

The coordinator will email the intervention documents to the champion after the phone call. Invite them to call or email immediately if they have any questions.

If necessary, send a follow up email.

B5.4 Communication with CEO and staff

It is entirely up to the champion as to when they contact or involve the CEO.

The champion will know, or will have to find out, what their organisation's process is for approving the implementation of any *Bike Now* initiatives that require funding. The coordinator's role in this regard is to support them by providing information about costs and/or process and encouragement to 'get on' with getting permission and the implementation of the initiatives.

There has been a suggestion that the champion may want to circulate the survey report to staff. If this is the case, you may wish to suggest that the champion circulate it AFTER the organisation has chosen (with whatever approval is required) what it will be implementing, so that the report and the actions go out together.

The survey results are more likely to create employees' immediate interest so that they take the time to view them, while the actions alone may be more likely to result in a delayed response for individuals who may not feel it is relevant to them (ie they are not yet contemplating cycling as a transport mode).

B5.5 Tips on discussing the report with the champion

The focus of the discussion should be the *Bike Now* initiatives (discussed individually below), but there is also room to discuss, briefly, the other items that the staff of the organisation may have expressed an interest in. The ones reported on are the:

- **availability of a taxi fare/car** – in the event of an emergency and/or to attend meetings or visit clients while at work. It's up to the organisation to choose if they want to provide this service, which may be known as a 'guaranteed ride home'.

The coordinator can only provide a comment that some staff thought they might ride their bike to work if such a service was available. Of course, it may be available already, in which case encourage the champion to have the information available to staff.

Further information on how to implement a guaranteed ride home service can be found at www.gw.govt.nz/ideas-for-your-workplace/

- **access to showers and clothing lockers** – it may be that staff simply do not know where the showers/lockers are located in the building. This may also be true of cycle parking, the iron and ironing board, fleet cycles and so on.

The champion could be encouraged to initiate some combination of regular emails to staff, notices on

appropriate noticeboards and a flyer about available services in 'welcome packs' for new staff members to increase staff awareness of existing facilities in the workplace.

If there are insufficient showers, invite the champion to consider if there is another building nearby with showers which the business/organisation might agree to staff using? Is there a gym or some other similar club/organisation nearby that might make such an agreement? If the coordinator has some local knowledge, then share it!

B5.5.1 Cycle parking

If an organisation already has cycle parking ... and people are saying that they would be encouraged to cycle if secure parking was available, it may be that:

- Some employees are currently not aware that the cycle parking exists. Explore with the champion if this is possible. Suggest to the champion (who may wish to pass it on to human resources, the communications team and/or the CEO) that regular communication to staff may be required to ensure that people are aware of the fleet and that they do use it. Posters, emails, and articles or references in staff newsletters could be used.
- Employees may think that the parking is not secure. Explore with the champion whether this might be the case and what could be done to improve the situation.
- Employees may think there is not enough cycle parking available. (see below).

Where cycle parking is not readily available:

Discuss what this might look like for the organisation – the *Bike Now* resource for implementing cycle parking (see appendix D or www.pinnacleresearch.co.nz) can be emailed to the champion. It contains several secure cycle parking options plus contacts for implementing them.

The cost can vary greatly, from nearly nothing (where an empty room or storage cupboard is 'converted' to a bike shed with a lock on the door for which only cyclists using the storage area have a key or code, to a few thousand dollars if parking is created using the newly designed cycle pods (eight bikes parked for about \$5000 in less than one car park space). There are a lot of options in between, many of them coming in at under \$1000, depending on how many cycle parks are desired.

Invite the champion to scout out possible cycle parking locations at their workplace, perhaps with other cyclists on-site. You may wish to meet with them for this exercise too.

B5.5.2 Cycle fleet

If an organisation already has a cycle fleet ... and people are saying that they would use one if it was available, this indicates that some employees are currently not aware that the cycle fleet exists.

Suggest to the champion (who may wish to pass it on to human resources, the communications team and/or the CEO) that regular communication with staff may be required to ensure that people are aware of the fleet and that they do use it. Posters, emails, articles or references in staff newsletters, and pop-up reminders in diaries could be used.

Where no cycle fleet exists:

Depending on the number of employees there are on-site, the organisation may wish to start with one or two bikes, to 'test the waters', adding more cycles as they gain popularity with staff. A larger organisation (more than 100 employees) may start with three or more bikes.

There are two main options here. The organisation can either:

- 1 purchase its own fleet of bikes and equipment. The *Bike Now* resource for cycle fleets (see appendix D or www.pinnacleresearch.co.nz) provides guidance on purchasing bikes, how to set up a sign-out system, other equipment required and maintenance schedules.
- 2 hire a cycle fleet from a local bike shop or New Zealand Green Bikes Trust (NZGBT) which has an **eight-bike minimum**.

The NZGBT gives organisations/businesses the option of hiring all the cycling equipment they need to establish a fleet rather than to purchase it. Further details may be obtained from NZGBT's website: www.nzgreenbikes.co.nz/

If an organisation hires bikes from NZGBT or elsewhere, they could then sub-let them to their staff (see below).

B5.5.3 Bike bus

Where there is a limited number of interested people, discuss whether or not there is a potential route or suggest that two organisations located close by each other join together to create one bike bus. Generally there will be some guidance on actions to take in the survey report.

If the survey response rate was quite low (<50%), it may be that establishing a bike bus and route and advertising it will attract some staff that did not complete the survey but are interested in cycling. The coordinator should acknowledge that doing this will take some commitment on the part of the champion and the bike bus leader(s) identified in the survey.

The bike bus resource (see appendix D or www.pinnacleresearch.co.nz) provides a step-by-step guide to setting up a bike bus and the rules for users and leaders. Please explain to champion that clearly they have already done 'Step 1: survey'

B5.5.4 Bike buddy

The pilot study survey suggested three different 'levels' of buddying:

- 1 The 'full' bike buddy experience (help to plan a suitable route to work; ride together the first few times; find a place to park bike; choose gear and clothing for commuting etc).
- 2 Seeking assistance in planning a safe, quiet route to ride to work. This may done with a buddy, or the *Bike Now* resource (see appendix D or www.pinnacleresearch.co.nz) may be sufficient for some people.
- 3 Seeking some knowledge about how to manage with a puncture or other mishap while riding to work. It may be possible to organise a two-hour puncture repair (and other minor maintenance) workshop, either run by yourself, the champion, another experienced cyclist or someone from a local bike shop. In addition, the *Bike Now* resource to 'fix-a-flat' (see appendix D or www.pinnacleresearch.co.nz) provides a step-by-step guide to puncture repair and other minor cycle adjustments.

There are various ways of getting the buddying started which are outlined in the bike buddy resource (see appendix D or www.pinnacleresearch.co.nz). How it is implemented is going to depend a lot on the organisational culture – a meeting might work, or the champion could pair people and notify them by email etc.

If there are very few mentors and lots of non-cyclists, check if the champion is willing to chat with other experienced cyclists in the organisation to invite them to share their knowledge and skills. If other mentors aren't available in the organisation, the non-cyclists could be invited to attend the workshop, which could alleviate some of their concerns. If another *Bike Now* organisation is nearby, there may be a mentor that is willing to work with some people outside their own organisation.

If there is an ongoing mismatch of demand and supply (that is, buddies wanting mentors), let the project manager know.

B5.5.5 Bike-to-work skills workshop

The coordinator liaises with the champion and cycle trainer to organise the workshop. *Bike Now* has created a manual for cycle trainers running the cycle skills workshop (see appendix C or www.pinnacleresearch.co.nz).

Location

A suitable venue to run the workshop has, at a minimum:

- access to toilets for between 6 and 20 people
- some shelter from the elements (may be an outdoor covered area or room) for the 'classroom' portion of the workshop
- a tarmac area the size of a netball court (or larger) for the off-road cycle training exercises.

It is not necessary to have fully secure places to lock bikes (during the workshop, it is possible for several bikes to be locked together with more than one lock, if they are going to be left for any time alone. Some indoor space would be preferable, but again this isn't absolutely necessary.

If an organisation (or none of the organisations participating in a given workshop where more than one is sharing a workshop) is not able to provide a venue, then you, as the *Bike Now* coordinator (working with the trainer and/or champion) could organise one, which may incur a hire charge. Ensure that the organisation is willing to pay the hire charge before booking the venue.

What happens in the event of inclement weather is up to the coordinator, champions and trainer to decide.

Scheduling

Coordinator, champion/organisation (and trainer) choose whether to present the workshop as:

- one 6-hour session
- two 3-hour sessions
- three 2-hour sessions
- two 2-hour sessions.

The timing (eg during the work day; late afternoon; weekend) also needs to be agreed on by the organisation and trainer.

Number of participants in a workshop

There are varying views on the maximum number of participants, but the designer of the workshop has noted that any number of people can be in the classroom sessions, while the off-road and on-road sessions need some managing depending on the numbers involved. If there are a large number, the coordinator/champion/cycle trainer (agree this between you) may need to arrange for the champion or other experienced cyclist(s) to assist with the riding activities.

Where there are eight or fewer people in an organisation who have expressed interest in participating in a workshop, see if you can pair up organisations (or even have a band of two or more organisations).

Please note that while 10 people might say in the survey they are interested, they may not all sign up (eg because they cannot do a particular day or have changed their mind). Also, if the workshop is advertised within the organisation, some of those who sign up may not have completed the original survey. This is OK! – remember the aim is to encourage more people to cycle.

If someone cannot do their organisation's scheduled workshop, it may be possible for them to join in another workshop in their area – you, the coordinator, will know!

Sign-up form

Completion of the sign-up form is a requirement to participate in the workshop. This primarily provides the trainer with information, so that he/she can tailor the workshop according to participants' needs if necessary.

Also, attending the workshop creates a stronger sense of commitment! Nothing is quite so demoralising for the champion or the trainer to hold a workshop with poor attendance.

The form can be distributed either as a hard copy or electronically within the organisation, completed by the participant and returned to the champion, who will then pass it on to the coordinator or directly to the cycle trainer depending on the arrangement made.

Reminder to participants before the workshop

Send email reminders or arrange for someone to personally contact all registered participants two days prior to the workshop, to encourage attendance rates. The contact could be done by the coordinator, champion(s) or the person in the organisation assisting with the workshop, or the cycle trainer.

B5.5.6 Celebrating the presence of *Bike Now* in the workplace

The celebration is to acknowledge what has been put in place as a result of *Bike Now*. It may be that some interventions have already been done (like the skills workshop) or that they are in the process of being set up (like buddying or the buses). It can be a celebration of completing the initial steps and/or reinforcing that the interventions are available. A celebration alerts staff, who are not already cycling, to what is being offered in their workplace so they can take up cycling or use the cycle fleet (where one is available).

There are no set rules, just strongly encourage an event to give people a heads up as to what is available – and so the organisation can pat itself on the back.

Some ideas could be:

- a bike-to-work breakfast
- a presentation of what is in place at Friday night drinks
- the organisation might want to organise a give-away (drink bottle; key fob; fluoro-vest) to celebrate its support of cycling, the environment, and their employees' health and well-being
- a lunch
- a 'party' or a picnic
- a biking event
- posters with photos of the initiatives in place
- organising the local paper to publish an article on what the organisation has been doing.

B5.6 Follow up survey

Ideally, plan to have the follow-up survey 12 months after the first survey, so that most or all *Bike Now* initiatives have been implemented. Having it at the same time of year as the first survey was held is reasonably important, because the weather and/or season strongly affects people choosing to cycle versus taking their car or riding a bus.

The follow-up survey repeats a handful of questions from the first survey, as well as asking a few new questions in order to determine the impact of *Bike Now* on cycling to work and for other reasons. There is an opportunity for people to share their views (using quotes from some enthusiastic cyclists is a great way to keep cycling alive within the workplace) and a question asking if they would like more information. The template for the second survey is found in annex B.

The following sections offer templates for the emails to champions and staff to introduce the second survey in the workplace. It is assumed that the survey will be offered online. If it is to be paper-based, then modify the emails accordingly. To encourage a greater response rate, you could create some flyers/posters to put up in staff rooms, toilets, etc. Also, invite the champion to place a notice in any electronic or paper bulletin/newsletter produced for staff.

B5.6.1 Email to champion to set them up for second survey

Subject: *Bike Now* – follow up survey

Hello *Bike Now* Champions!

THANK YOU FOR YOUR SUPPORT OF THE *BIKE NOW* PROGRAMME! YOU'VE DONE A GREAT JOB!

Now is the time to find out what difference *Bike Now* has made in your organisation. The follow-up survey will be live from [date], for everyone to complete (whether or not they have cycled to work at all since *Bike Now* started). Each organisation will have two weeks for people to complete the survey

We are asking you to send out two emails – we will provide the templates – one to advise your workmates that the survey is there for them to complete (it takes less than 5 minutes!) and a second 'reminder' just before the close of the survey.

We will send you a report of the survey results within two weeks of completing the survey.

If your workplace cannot participate in the survey starting [*day/date*], please let me know ASAP and we can arrange an alternative start date.

We at *Bike Now* have nearly completed our work with our champions and their workplaces. I acknowledge your commitment to cycling and to making a difference in your workplace, New Zealand and the world. I really appreciate the opportunity to have worked with all of you and think you are fantastic!

Keep on wheeling

[Coordinator]

B5.7 Email to launch second survey in organisation

Note to coordinator - Please make the following changes:

'workplace' (could have organisation's name – not absolutely necessary)

End date (x 1)

User number at the end of the web link (x 2)

Subject line: *Bike Now* survey – [*insert survey link*]

Hello,

Bike Now, our bike-to-work programme, has been in our workplace for several months! It's time to find out whether *Bike Now* has made a difference.

We want to hear from everyone – whether you've cycled every day, once a week, once 'in a blue moon' and even if you have not cycled at all since *Bike Now* started.

It's important for us to understand why you don't cycle as well as why you do!

Please complete the survey before [*end date*]. The link is [*insert survey link*]. It will take five minutes or less to complete.

Thank you for your participation – it is valuable and appreciated.

Kind regards

[*Champion*]

B5.7.1 Emails to champion and staff a few days before survey closes

This is very generic. Phrases you may want to make more specific are:

- champion
- ABC Company
- many people (give a number if you can)

- end date (x 2)
- user number at the end of the web link (x 2)

Hi [*Champion*]

Congratulations! ### people at [*ABC Company*] have now completed the *Bike Now* survey. Your support has been really great and given a good response. With just a little more encouragement I'm sure we can get more staff to complete the survey by the end date.

As promised, I am sending you a short reminder email that you can use as is, or change to suit your staff and encourage them to participate.

I really appreciate your hard work.

Thanks again

[*Name*]

Bike Now Coordinator

Subject: Only a few more days to do the *Bike Now* survey [*insert survey link*]

To everyone who has completed the *Bike Now* survey, your input will really make a difference – thank you!

Just a reminder to anyone who hasn't yet completed this survey – *Bike Now* would love to hear from all staff. Your responses will help shape future *Bike Now* programmes and provide our workplace with some insights on 'where to from here?'

The survey needs to be completed by [*date*]. You can complete this short survey (5 minutes or less) now by going to: [*insert survey link*]

Thanks for your help and support with the *Bike Now* programme.

[*Champion*]

B5.7.2 Email to champion after completion of survey

This is very generic. Phrases you may want to make more specific are:

- champion (name)
- ABC Company
- ### – give a number

If you have already sent the champion the survey results, you will want to change the first paragraph to reflect this!!

Subject: *Bike Now* Survey is complete – thanks to you!

Hi [*Champion*]

[*ABC Company*] people completed the follow up *Bike Now* survey, which is really great. Thanks so much for all your hard work and for making it happen. I will be in touch soon with the survey results, including any requests from your staff for information that you may be able to address.

Thanks again,

[Name]

Bike Now Coordinator

B5.7.3 Email to champion with second survey report

Subject line: Congratulations! People are cycling more often at [ABC Company]

Hi [name]!

Attached please find a summary of the responses to the recent *Bike Now* survey at your workplace.

Thanks to your leadership, *Bike Now* has been a success in your workplace. We really appreciate your efforts over the past year! Thank you!

The programme is nearly complete – we have some emails to send people in your workplace who requested specific information, and the report contains a request to you to provide people with some site-specific information. Once that is done, your tasks with *Bike Now* are over.

Based on the results of this programme, we are hoping that *Bike Now* will be repeated in other workplaces in the future – stay tuned. Keep on wheeling in the meantime!

Thank you!

Kind regards,

[Name]

Bike Now Coordinator

Annex A: PowerPoint presentation to introduce *Bike Now* to workplace



Presentation: (name of business)

Date



Background – What is *Bike Now*?

- Introduction
- Background
- *Bike Now* is a national bike to work project
 - Providing support and resources to encourage people to cycle to work
- One-year project
- Your input can really make a difference



Benefits to individuals and businesses

- Cyclists are more alert, less prone to stress and accidents and have fewer sick days
- More likely to arrive on time – free from traffic jams or public transport not running on time
- Healthy people are more productive and have a better attitude to work
 - Improved motivation and loyalty
- Being fit and healthy enhances creativity and innovation



Further benefits

- **Lower travel costs**
 - Lower petrol bills, parking fees
 - Purchase fewer train or bus passes

A fraction of your car costs – pays for itself in a few months
- **Combine cycling with public or private transport**
 - Cycle to the bus or train station
 - Drive to the outskirts of town or suburb and cycle the rest
- **Better health**
 - Lower blood pressure
 - Helps weight control
 - Increase heart and lung capacity
 - Save time, get exercise while commuting to work





Interesting facts

- Regular cycling – adds 10 years to your life
- 7km a day reduces coronary heart disease by 50%
- Anxiety, stress and depression reduced
- Do your bit for the environment
 - Cycling burns no fossil fuels, creates no air pollution or green house gas emissions
- By cycling to work, you directly make New Zealand a safer, quieter, less polluted and more civilised place
- You have fun – riding through parks, streets and cycle ways opens up a whole new sense of peace and fresh air



Process

- After this meeting complete an online survey (takes 5 to 10 minutes)
- Start thinking about cycling more, even start cycling
- Encourage your workmates to be involved
- In a few weeks, based on results from the survey, we will propose initiatives designed to make it easier for you to bike to work
- One method is by providing the following interventions:
 - Bike buddy
 - Bike bus
 - Cycle skills training
 - Installation of secure cycle lockers
 - Provision of a cycle fleet

Process continued

- If not already, start cycling to work or for part of your journey
- Interventions underway
- Support given
- Later, we will ask you to fill in another quick survey (taking 5 to 10 minutes) updating us on your progress
- has agreed to liaise with *Bike Now*, so he/she will be emailing you from time to time



Questions ?

Annex B: *Bike Now* surveys

Note: The two surveys presented here are simplified versions of the ones used in the *Bike Now* pilot programme. Further questions may be omitted, though care should be taken to retain the survey logic.



Survey 1:

This survey is all about exploring fresh possibilities for cycling to and from work.

Did you know that a moderate cycling pace is no more strenuous than walking? Cycling doesn't have to be 'hard work' or only for those who are already physically fit, especially if you have a bike that has some gears.

And not only can cycling improve your fitness and well-being, but cycling to work will positively impact on the environment (less cars on the road = less air pollution and CO₂ emissions, cheaper commuting, greater personal and work-based productivity and quality of life). Changing our commuting habits could potentially put an end to traffic frustrations, parking hassles and poor fitness levels!

We're developing some initiatives to encourage cycling at our workplace. We are asking for you to complete this online survey *even if you think you would never cycle to work!*

Thanks a lot for taking the time to do this survey. Your responses will help shape the future of travel to and from our workplace.

Sincerely

The *Bike Now* Team

Your current cycling habits

Q1 Do you have a disability or long-term illness that prevents you from riding a bike to and from work?

<input type="checkbox"/>
<input type="checkbox"/>

Yes

No

If respondent answers yes, go to QD1

Q2 Is a bicycle (in working order) usually available for you to use?

<input type="checkbox"/>
<input type="checkbox"/>

Yes

No

Q3 How often have you ridden a bicycle to work during the last 3 months? Select one

1
2
3
4
5
6
7

Never learned to ride properly

Not at all in the last three months

Only once or twice

1-2 times a month

About once a week

2-3 days a week

Most days

Q4 Would you... *Select one*

1
2
3
4
5
6

Not even consider cycling to work

Sometimes think about cycling to work but never actually do it

Think seriously about the pros and cons of cycling to work but rarely do it

Cycle to work on some occasions

Cycle to work about half the time

Almost always cycle to work

Q5 On how many of the last 7 days were you physically active for at least 30 minutes each day?

Being physically active includes doing team sport; walking, running or cycling to and from work, dance classes, gym classes, swimming, running, walking the dog, etc.

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

7 days

6 days

5 days

4 days

3 days

2 days

1 day

0 days

The *Bike Now* project

As part of the *Bike Now* project, we plan to provide 'tailor-made solutions' to each workplace, so that as many people as are interested, can and do, bike to work. The following photos illustrate just some of the ideas we have in mind!

Mentors can come to your home or meet over coffee to review your equipment and map out a route. They can do one or more rides with you to make sure you're comfortable with the selected route.



A bike bus provides the opportunity for less confident riders to join with a group of cyclists to ride to (and from) work safely at a comfortable pace. An experienced cyclist will lead the 'bus' while another brings up the 'rear'.



Bike parking comes in many shapes and sizes; including indoors and outdoors.



Interest in cycling to and from work

Q13 Would you ride a bicycle during the day (eg to go to meetings, for running errands, or to get some exercise) if bikes, helmets and locks were provided as part of your workplace 'vehicle fleet'?

<input type="checkbox"/>	Yes, definitely
<input type="checkbox"/>	Not sure
<input type="checkbox"/>	No

Q14 Which of the following options would encourage you to cycle to work more often than you do now?

A	If an experienced 'bike buddy' could help me get started cycling to work (for example, help me to: plan a suitable route to work; ride with me the first few times; find a place to park my bike; choose gear and clothing for commuting, etc).
B	If I could join a 'bike bus' (this is a group of people who are committed to regularly riding to work – at a steady, relaxed pace).
C	If there was secure parking for bikes at work.
D	If I could attend a Bike-to-Work skills course with a certified cycling instructor and learn how to ride in traffic, plan my route, choose equipment and clothing, where to park my bike, etc.
E	If I had help planning a safe/quiet route to ride to work.
F	If I knew what to do if I had a puncture or other problems with my bike (how to fix it or where to get it fixed).
G	If I knew a car or (free) taxi fare was available to use for emergencies during work hours.
H	If I knew a car or taxi fare was available to use to see clients/attend meetings during work hours.
I	If I had access to showers and clothing lockers at or near my workplace.
J	If I could rent a bicycle and other cycling equipment to 'give it a go'.
K	Nothing would encourage me to cycle to work.
L	Other

IF RESPONSE to Q14 is (B), then GO TO Q15.

IF RESPONSE to Q14 is (K), then GO TO Q16. Otherwise skip to Q20.

Q15 In a typical week, when would you be able to use the bike bus to and from work?

Day	To work	From work
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		

Q16 What is/are the main reason(s) you said that 'nothing would encourage me to cycle to work'

A	For me, it's more convenient to use a car, public transport or walk.
B	I don't own a bicycle.
C	Organising myself to cycle to work would take too much effort.
D	It is too difficult to carry what I need for work on my bike.
E	I couldn't complete/do my personal grooming at work.
F	I would feel self-conscious.
G	There is too much traffic on the roads.
H	Too many hills between home and work.
I	No safe places to park my bike/I worry my bike might be stolen.
J	I often have other stops on my way to or from work (eg shopping, children).
K	I need my car at work during the day.
L	I'm too old for cycling.
M	I'am not fit enough to cycle.
N	Other Q16b. You selected 'Other' in the previous question. Please tell us what other reason(s) you said the 'nothing would encourage me to cycle to work'.

For those that already cycle to work on a regular basis

Q17 Would you be interested in being a ...

1	Bike mentor – working one-on-one with a new bike commuter to teach them the skills for cycling to work. You and your buddy organise when and how you will work together.
2	Bike bus driver or conductor – being a leader of a group of cyclists riding a set route from near your home to work on a regular basis (could be once a week, every day or somewhere in between!).
3	I have some other idea(s) about how I can help on the <i>Bike Now</i> project. Q17b. Please tell us your idea(s) about how you could help on the <i>Bike Now</i> project.
4	I am not interested in helping out on the <i>Bike Now</i> project.

IF RESPONSE to Q17 is (2), then GO TO Q18 & Q19; otherwise SKIP to Q20

Q18 How often would you like to lead the bike bus? *Select one*

1	One morning or afternoon per week
2	Two mornings or afternoons per week
3	Three mornings or afternoons per week
4	Four mornings or afternoons per week
5	Five mornings or afternoons per week
6	Six or more morning or afternoons per week
7	Don't know

Q19 What day(s) and time(s) could you lead the bike bus to and from work?

Day and time		
Flexible - any morning or afternoon		0
Monday	morning	1
	afternoon	2
Tuesday	morning	3
	afternoon	4
Wednesday	morning	5
	afternoon	6
Thursday	morning	7
	afternoon	8
Friday	morning	9
	afternoon	10
Saturday	morning	11
	afternoon	12
Sunday	morning	13
	afternoon	14

For those who are interested in cycling

Q20 Please provide us with your home address in the boxes below. This information will only be used to help us to sort out possible bike bus routes and/or bike buddies. Otherwise, it will remain confidential.

House/Flat Number (112, 87A)	Street name	Street type (Rd; Ave; Pl, etc)	Suburb

Q21 Thank you for your interest in the *Bike Now* project. Please provide us with some contact details so we can keep you up to date as the project progresses!

Your name	
Your direct dial/extension/mobile phone number	
Your email address	

About yourself

QD1 Here are a few questions to help us describe the groups of people who have responded to this questionnaire. All this information remains confidential. Each person's answers will be put together with those of others to show the results.

Gender	Male Female
Age (in years)	5-year bands:

QD2 Which best describes your current living arrangements?

	Person living alone
	De facto/married couple only
	Single adult with other adults
	Couple (including extended family) with children
	Single adult with children

QD3 Is there anything you would like to say about biking to work, or cycling generally?

Thanks again for taking the time to complete this survey. We'll keep you informed with what's happening as we roll into action!



Survey 2:

Bike Now, our bike-to-work programme, has been in our workplace for several months! It's time to find out whether *Bike Now* has made a difference.

We want to hear from everyone – whether you've cycled every day, once a week, once 'in a blue moon' and even if you have not cycled at all since *Bike Now* started.

It's important for us to understand why you don't cycle as well as why you do!

This survey will take about five minutes to complete.

Thanks a lot for taking the time to do this survey. Your responses will help shape future *Bike Now* programmes and provide our workplace with some insights on 'where to from here?'

Sincerely,

The *Bike Now* Team

Your current cycling activity

Q1 Do you have a disability or long-term illness that prevents you from riding a bike to and from work?

	Yes
	No

Q3 How often have you ridden a bicycle to work during the last 3 months?

1	Never learned to ride properly
2	Not at all in the last three months
3	Only once or twice
4	1-2 times a month
5	About once a week
6	2-3 days a week
7	Most days

Q4 Would you... *Select one*

1	Not even consider cycling to work
2	Sometimes think about cycling to work but never actually do it
3	Think seriously about the pros and cons of cycling to work but rarely do it
4	Cycle to work on some occasions
5	Cycle to work about half the time
6	Almost always cycle to work

Your current physical activity

Q5 On how many of the last 7 days were you physically active for at least 30 minutes each day?

Being physically active includes doing team sport; walking, running or cycling to and from work; dance classes; gym classes; swimming; running; walking the dog, etc.

	7 days
	6 days
	5 days
	4 days
	3 days
	2 days
	1 day
	0 days

Your work journey

Note: the [month year] and [month] specified in the following set of questions should be the [month year] and [month] that the first survey occurred in.

New Q7 Compared with [month year], do you ride your bike to work...

- | | |
|---|------------------------------------|
| 1 | Less than I did in [month] |
| 2 | About the same as I did in [month] |
| 3 | More than I did in [month] |

IF RESPONSE TO New Q7 is (1) 'less' then go to New Q8

IF RESPONSE TO New Q7 is (2) 'about the same' then go to New Q14

IF RESPONSE TO New Q7 is (3) 'more' then go to New Q10

New Q8 How much less do you ride your bike to work now than in [month year]?

- | | |
|--------------------------|----------------------------|
| <input type="checkbox"/> | Up to 1 hour less per week |
| <input type="checkbox"/> | Over 1 hour less per week |

New Q9 What are the main reasons you ride less often now than you did in [month year]? *Select up to three reasons.*

- | | |
|---|---|
| A | Moved house (closer to work/further away from work) |
| B | Weather (too cold/too wet/too windy) |
| C | Change in living circumstances (had a new baby; changed jobs) |
| D | Bought a car |
| E | No longer have a bike to ride |
| F | An injury/illness has prevented me from riding |
| G | I was in a bike/car accident |
| H | I only ride in spring and summer |
| I | Other reason |

New Q9b What is the 'other' reason you said that 'you ride less often now than you did in [month year]'?

--

New Q10 How much more do you ride your bike to work now than in [month year]?

- | | |
|--------------------------|----------------------------|
| <input type="checkbox"/> | Up to 1 hour more per week |
| <input type="checkbox"/> | Over 1 hour more per week |

New Q11 What are the main reasons you ride to work more often now than you did in [month year]? *Select up to three reasons*

- | | |
|---|--|
| A | Attended a (4–6 hour) bike skills workshop |
| B | More secure bike parking at work |

C	Bought a bike
D	Gained confidence working with a bike buddy/mentor
E	I had help planning a route to ride to work
F	Wanted to get fit
G	Wanted to improve my health/manage my weight
H	Moved house (closer to work/further away from work)
I	Iron and ironing board were made available at work
J	Bike pump and/or other equipment installed at work
K	Attended a puncture/basic bike maintenance workshop
L	No longer have a car
M	My workplace implemented a 'guaranteed ride home' policy (I can borrow a car or get a free taxi ride if there's an emergency and/or meeting during work hours)
N	My workplace organised access to showers and/or clothing lockers at or near my workplace
O	Cost of petrol
P	Other reason

New Q11b What is the 'other' reason you said that 'you ride more often now than you did in [*month year*]?'
 |

New Q12 On the days when you now bike to work, how did you previously travel to work? *Select all that apply*

<input type="checkbox"/>	Drive a car
<input type="checkbox"/>	Got a lift from someone
<input type="checkbox"/>	Used public transport (bus, train, ferry)
<input type="checkbox"/>	Walked
<input type="checkbox"/>	Other

New Q13 What is the main reason you have not biked to work in the last three months?
 |

New Q14 Thinking ahead to [*month year - 3 months from date of survey*], will you be riding to work....

1	Less than I did in [<i>month year</i>]
2	About the same as I did in [<i>month year</i>]
3	More than I did in [<i>month year</i>]
4	I don't know

Other cycling

New Q15 Please exclude riding to and from work. Compared with [*month year*], do you now ride your bike for exercise/recreation/to run errands/shopping/etc?

- | | |
|---|---|
| 1 | Less than I did in [<i>month</i>] |
| 2 | About the same as I did in [<i>month</i>] |
| 3 | More than I did in [<i>month</i>] |

Using a fleet bike

New Q16 Does your workplace have one or more fleet bikes available for staff to ride to meetings or for running errands during the day?

- | | |
|--------------------------|----------|
| <input type="checkbox"/> | Yes |
| <input type="checkbox"/> | No |
| <input type="checkbox"/> | Not sure |

IF RESPONSE TO New Q16 (Does your workplace have a 'bike fleet' ...) is 'No' or 'Not sure' then go to QD1.

New Q17 Have you used a fleet bike?

- | | |
|--------------------------|----------------------------|
| <input type="checkbox"/> | Yes, at least once a week |
| <input type="checkbox"/> | Yes, once or twice a month |
| <input type="checkbox"/> | Yes, occasionally |
| <input type="checkbox"/> | No, not at all |

IF RESPONSE TO New Q17 (have you used a fleet bike?) is 'No, not at all' then go to QD1.

New Q18 What have you used the fleet bike for? *Select all that apply.*

- | | |
|--------------------------|--|
| <input type="checkbox"/> | To go to meetings/on work business |
| <input type="checkbox"/> | For personal errands (eg shopping; visiting doctor; banking; meet someone for lunch or coffee) |
| <input type="checkbox"/> | For exercise / recreation |
| <input type="checkbox"/> | Other reason |

New Q18b What is the 'other' reason you said that you have used the fleet bike for?

|

About yourself

Everyone to complete QD1. New QD2 is optional:

QD1 Here are a few questions to help us describe the groups of people who have responded to this questionnaire. All individual responses remain confidential. Results will only be shown as aggregated tables.

Gender	Male Female
Age (in years)	5-year bands: 15-19; 20-24; 25-29....75+

Your comments and queries

New QD2 Is there anything you would like to say about the *Bike Now* programme, biking to work, or cycling generally?

New QD3 Would you like to receive information about any of the following? *Select all that apply.*

1	How to choose a bike
2	Bike safety check
3	Planning a safe route to work
4	Fixing a puncture on my bike
5	Where I can park my bike at work
6	How to set up a bike bus
7	Our workplace fleet bike(s)
8	I have other queries, please contact me
9	Where I can attend cycle skills training
10	I would not like to receive information

New QD3b Please provide your name and email address so we can email the information to you

Your name	
Your email address	

Thanks again for taking the time to complete this survey and being part of the *Bike Now* programme! We appreciate your support!

Annex C: *Bike Now* templates

1 Report template for first survey



[Logo for workplace or other sponsoring organisation could be inserted here]

[Date]

Summary of responses to the *Bike Now* survey at [organisation]

Number of responses to the survey in your organisation

	Number of people who responded
Number of people who responded	
From this point on, 'people' refers to those who responded and are physically able to cycle	

There are several people thinking about cycling who might cycle after *Bike Now* interventions are in place:

Sometimes think about cycling to work but never actually do it	
Think seriously about the pros and cons of cycling to work but rarely do it	
Cycle to work on some occasions	

Potential use of a CYCLE FLEET to go to meetings or run personal errands:

Definitely would use bike	
Not sure	

Potential car trips that might be replaced by bike trip if a CYCLE FLEET was available:

Some people drive 3+ days per week during working hours as part of their work		x of these xx people said they would definitely use a bike; x were not sure.
Some people drive 1-2 days per week during working hours as part of their work		
Some people drive 3+ days per week during working hours for personal reasons (going to the bank, hairdresser, etc)		x of these xx people said they were not sure whether or not they would use a bike.
Some people drive 1-2 days per week during working hours for personal reasons (going to the bank, hairdresser, etc)		

People who might cycle to and/or from work if these *Bike Now* initiatives occurred:

If I could join a BIKE BUS	
If there was secure PARKING for bikes at work	
If I could attend a BIKE-TO-WORK SKILLS COURSE	

People interested in **BIKE-TO-WORK SKILLS COURSE**:

--	--	--

Other possible actions that could encourage cycle commuting:

Action	Number of people
If I knew a car or (free) taxi fare was available to use for emergencies during work hours	
If I knew a car or taxi fare was available to use to see clients/attend meetings during work hours	
If I had access to showers and clothing lockers at or near my workplace	
If I could rent a bicycle and other cycling equipment to 'give it a go'	

People interested in renting a bike to give it a go:

Name	Phone	Email

Bike buddy

[Add an encouraging comment here]

BIKE BUDDY opportunities to encourage cycling

If an experienced bike buddy could help me get started cycling to work	
If I had help planning a safe/quiet route to ride to work.	
If I knew what to do if I had a puncture or other problems with my bike (how to fix it or where to get it fixed)	
Actual number of people requesting assistance (some people selected 2 of the 3 options)	

Potential bike mentors

Name	Phone	Email	Residential suburb

People requesting a bike buddy

Name	Phone	Email	Residential suburb

People requesting help planning a route

Name	Phone	Email

People requesting assistance re: how to repair a puncture or other problems

Name	Phone	Email

Bike bus

Potential bike bus leaders

Name	Phone	Email	Residential suburb

Potential bike bus users

Name	Phone	Email	Residential suburb

2 Template for *Bike Now* early implementation meeting agenda

- 1 About *Bike Now* – the survey and what you told us (2 mins)
- 2 Purpose of this meeting (ie info on ALL interventions) and timeline (1 min)
- 3 Interventions (10 mins):
 - a Bike buses (if relevant) – advise for people to organise via email in most cases. Are there others that could be included? Get bike buddying staff to consider this if relevant
 - b Bike buddying – summarise areas people identified as 'need to know or have'. Add any others. Arrange for 1 or 2 lunchtime meetings to happen (identify date now) to address; identifying safe route and general info, puncture repair info
 - c Using your local bike shop – what they can offer re advice/support (include info on puncture repair workshop, rental bikes)
 - d Renting a bike – covered off under (c), or include info from GBT
 - e Other interventions and more information
- 4 Questions (5 mins)

3 Template for *Bike Now* action plan



Coordinator name

Bike Now coordinator

Contact details

[Date]

Suggested course of action for *Bike Now* interventions at [organisation]

Purpose: The purpose of this information is to suggest ways your organisation can encourage more cycle commuting and business-related cycling amongst your staff. This course of action is based on the results of the survey completed by staff.

NB: For more information on results of the survey, refer to your champion for a more detailed report.

For more information on how to get *Bike Now* interventions happening in your workplace, refer to your champion who has been supplied with guides for each of the *Bike Now* interventions.

This suggested course of action includes information on interventions that *Bike Now* has resources to support (with the help of your champion's time) as well as other interventions which would require resources from your organisation if you choose to progress these. Both these types of interventions are clearly identified below. While *Bike Now* may not have resources to progress 'other interventions', some of these may not require much in the way of financial outlay and are worth considering given staff indicated these measures could encourage them to bike more.

Next steps: Many of the interventions below can be followed up by your organisation's champion and myself as *Bike Now* coordinator. Others may require management decision and we would appreciate an early indication of whether you will support their progress. These are marked in green to highlight the need for your champion to follow these with your CEO/management. We intend to have all interventions completed by [month].

Thanks again for supporting the *Bike Now* project in your workplace. We have really appreciated the help your champion has provided so far, as well as your staff's participation with the survey.

<i>Bike Now</i> interventions relevant to [organisation]			
<i>Bike Now</i> intervention	Result/indication	Options for action	Action by whom
1 Cycle fleet	<p>Make a comment based on survey results</p> <p>Example:</p> <p>Strong result with 21 people saying they would definitely use a fleet bike to attend meetings/run personal errands if one was available and a further 34 who were 'not sure'.</p>	<ul style="list-style-type: none"> a Could purchase fleet bike(s). Use could promote your stance on sustainable transport and cost efficiency, identify [organisation] with logos on panniers. Could share cost via sponsorship (combine logos) with local bike shop. b Explore lease of fleet bike(s) with Green Bike Trust or local bike shop. c If/when in place, promote availability through intranet, booking meeting system and staff inductions 	Specify for each option (could be organisation, coordinator, champion, or other)
2 Bike bus	Make a comment based on survey results	<ul style="list-style-type: none"> a Champion organises bus routes between leaders/users over email b Champion and <i>Bike Now</i> facilitator coordinate setting up at meeting, combine with bike buddying set up 	Specify for each option
3 Bike buddying	Make a comment based on survey results	<ul style="list-style-type: none"> a Champion organises bus routes between leaders/users over email b Champion and <i>Bike Now</i> facilitator coordinate set up at meeting, Invite goes to all staff to generate more interest 	Specify for each option
4 Cycle parking	Make a comment based on survey results	<ul style="list-style-type: none"> a Advertise whereabouts of cycle parking b Check that cycle parking facility is mentioned in staff induction process c Are numbers of parks sufficient during peak times? 	Specify for each option
5 'Give it a go'	Make a comment based on survey results	<ul style="list-style-type: none"> a <i>Bike Now</i> coordinator to advise renting option with Green Bike Trust (combine with lease of cycle fleet if going ahead). b If fleet bikes are purchased, may set up overnight 'lease' scheme. 	Specify for each option

Other Interventions relevant to [organisation] (Note these interventions are not supported by <i>Bike Now</i> in terms of resources or time)			
Suggested intervention	Result/indication	Possible action	Action by whom
1 Availability of work vehicle in emergencies	Make a comment based on survey results	[<i>Organisation</i>] consider introducing policy which allows staff access to fleet vehicles in these situations. Could be extended to include other unexpected situations such as punctures, wet weather. If agreed, [<i>organisation</i>] may need to promote this policy and incorporate it into staff induction process	
2 Access to showers and lockers	Make a comment based on survey results	As [<i>organisation</i>] already has these facilities, could explore why this was identified. For eg, number of lockers may be an issue, especially at peak times. Design of lockers can also be an issue (anywhere to hang office clothes?) There may be a storeroom or changing area where a rung can be installed to enable people to hang clothes or other suggestions from staff that are worth exploring.	

4 Report template for second survey



[Logo for workplace or other sponsoring organisation could be inserted here]

[Date]

Summary of responses to the *Bike Now* survey at [organisation]

Number of responses to the second survey

xx people responded to the [date] survey.

Some people are cycling more often at [organisation]!

In all, **xx people** said they were cycling more now than in [date of first survey]:

- x people said they were definitely cycling to work more now than last [month year].
- x people stated that they were cycling for exercise, recreation, shopping, etc more often now than in [date of first survey].

The main reason they gave for their increased cycling were [from survey – eg a desire to 'get fit'; support from a bike buddy/mentor; etc.]

[Organisation] fleet bikes *(if fleet bikes aren't available, delete this section)*

We asked people responding to the survey whether or not [organisation] had fleet bikes: x person said yes and x said no, while xx people were not sure.

We suggest that the situation regarding fleet bikes be clarified for staff.

People wanting to know about fleet bikes:

This person wanted to know about [organisation's] fleet bikes.

--	--

What people have to say about [*organisation*] involvement in *Bike Now*

People who are enthusiastic about *Bike Now* and other initiatives:

- [take verbatim comments from survey]

[you can also briefly summarise 'negative' comments that may be on situations, outside of the *Bike Now* programme, such as busy roads, distance, glass on routes].

People wanting to know about bike safety checks:

Bike Now will send them a handout. If you have other resources or workshops planned, you might want to let them know!

--	--

People wanting to know about planning a safe route

Bike Now will send them a handout. If you have a BUG, buddy/mentor scheme or workshops planned, you might want to let them know!

--	--

People wanting to know about cycle skills workshop:

Bike Now will email these people and give them contact details for local cycle skills trainers. If you know of other skills training, feel free to let them know.

--	--

People wanting to know about fixing a puncture/minor repairs:

Bike Now will send them a handout on puncture repair. If you have a puncture repair or other workshop planned or know a cycle shop that provides this type or course, you might want to let them know!

--	--

Annex D: Templates for flyers to support *Bike Now* initiatives



Do you want to cycle to work more often, BUT. . . ?

Bike Now is a national bike-to-work project which provides support and resources to encourage us to ride to work.

The fantastic benefits to us include:

- feeling great
- saving time and money
- working smarter
- strengthening the 'team'
- looking after the environment

Whether you're interested in cycling or not, we want your input as it will make a difference for the whole workplace.

Follow this link to complete a short online survey:

[*Insert survey web-link*]

Or contact [*coordinator name*] for more information.

The survey will need to be completed by [*date*]



... it's happening!

Did you know that the *Bike Now* cycling initiatives have begun?

You can now:

- Use a bike buddy to get you started riding to work
- Get help planning a safe quiet route to ride to work
- Become a bike buddy yourself
- Attend a free cycle skills workshop
- Learn to fix a puncture or basic maintenance
- Join a bike bus
- Sample our bike fleet
- Use our bike parking, showers and lockers
- Try riding a bike before you buy one

Want to *Bike Now*?

Contact [name], our *Bike Now* champion, on *ext nnn* to join the *Bike Now* email group so you can find out more.



Cycle skills workshop

Do you:

- Want to return to riding but haven't been on a bike for a while?
- Want to ride but feel uncertain at intersections or finding a safe route?
- Or perhaps you already ride and want to refresh some skills and knowledge?

Then you will want to be part of this practical workshop available to *[organisation]* staff as part of the *Bike Now* programme.

The workshop is made up of 2 sessions, each taking around 3 hours

When?

Date and time
Date and time

Where?

Venue

Who can attend?

Everyone who works at *[organisation]*

How to register?

Contact *[champion]* for a registration form

The workshop will focus on these areas:

- Bike handling techniques
- Traffic skills
- Preventing collisions
- Rules of the road
- Choosing equipment/clothing
- Bike fit
- Dealing with obstacles
- Handling intersections
- Gears





... take the Bike Bus!

***Bike Now* is starting two Bike Bus routes in Wellington:**

- 1. The 'Southern Route': Miramar/Seatoun to the CBD**
- 2. The 'Northern Route': Petone to the CBD**

What is a Bike Bus?

- A group of people who cycle to work together
- There is a set timetable with stops along the route
- Riding is a 'social pace', averaging 15km/h
- We have a driver at the front and a conductor at the back
- It's environmentally-friendly, zero emission commuting
- It's sociable, comfortable, and keeps you fit and healthy!



We'd love you to join in the fun! Please email [name] on [email address] saying:

- Which bus you'd like to join;
- Would you be a conductor/driver or a 'passenger';
- What day(s) you'd be interested in riding; and
- The times you'd prefer to ride.



... take the Bike Bus!

Join the Bike Bus route

When?

- Last Friday of each month
- Starts at 7.30am from the BP Station
- More stops are on attached map

What is a Bike Bus?

- A group of people who cycle to work together
- There is a set timetable with stops along the route
- Riding is a 'social pace', averaging 15–20km/h
- We have a driver at the front and a conductor at the back
- It's environmentally-friendly, zero emission commuting
- It's sociable, comfortable, and keeps you fit and healthy!



We'd love you to join in the fun!

Please email xx on xx if you want any further information



...it's happening!

Been thinking about cycling to and from work, but don't have a bike?

Now you can try before you buy!!

You can now borrow one of [*organisation's*] fleet bikes and equipment (helmet, vest, lock, pump) and give it a go!

It's easy to do:

- [*outline process*]
-
-

Want to *Bike Now*?

Contact [*name*], our *Bike Now* champion, on ext nnn to find out more.



Appendix C: Cycle skills

Bike-to-work skills workshop manual for cycle trainers

Prepared for *Bike Now* by
Lifecycle
Marianne Draijer
New Zealand

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C1 Introduction for cycle instructor's workshop

The following feedback from a participant gives a good description of the course:

Before I did the cycle skills course at University I was somewhat sceptical about how much I would learn – given I consider myself a reasonably experienced commuter cyclist. But I went into it with an open mind and found that several things of great value were brought to my attention. This is because the course focuses on the basic principles of riding a bike – hence the content is applicable for all riders (not just beginners).

I have gained knowledge of the course content and understanding of how to run the course. I could see how you had developed the coaching material since the training course at University. I now feel confident that I could run a cycle skills course myself.

I was interested in all aspects of the course, although I especially appreciated the time spent discussing road riding and intersection scenarios.

The course content reflects knowledge, experience and an enthusiasm for cycling.

C2 Handling challenging participants

Because we have a range of different people with different abilities, experience and perceptions, we need to be ready to respond to the different challenges that arise.

Physiological challenges are:

- fear
- previous experiences
- preconceived ideas
- character traits.

Physical challenges are:

- fitness
- disabilities
- prior injuries.

Show empathy and offer solutions when able. Be firm at times.

Remember that your first priority is the safety and well-being of ALL participants. If any one participant is putting the others at risk, you may request that they leave.

C3 Preparation before sessions

C3.1 Know your participants

Use a registration form (see annex B) or do telephone interviews.

- 1 Evaluate what participants require of you.
- 2 Be prepared to modify the programme order or length of time to suit participants before and during the sessions. Remove doubts. Answer all questions, or promise to try and get the information.
- 3 Have all the equipment that is required.
- 4 Have a fully equipped first aid kit.
- 5 Allow extra time in your schedule.
- 6 Arrange an area the size of a netball court, preferably on tarmac or concrete, but grass is all right (more tiring on grass though).
- 7 Have a wet weather plan, eg indoors or postponement.
- 8 The 'Know your bike' section is written to educate the rider about what can go wrong and know how to look for faults. Its objective is to instill confidence in the participants to recognise an unsafe bike before it is too late, as well as to learn that bikes require little maintenance and therefore are safe.

Participants should have their bikes checked/fixed before they come to the course. **We are not there to fix their bikes.**

In the workshop, we go through the checking process and get participants to check their bikes while we explain what to look for. This way they get to know their bikes. And we get the WOW factor: for example: 'Wow, I thought that lever was to release the back wheel!'

C3.2 Equipment used during sessions

Have the following equipment on hand to use during the sessions:

- leader's instructions sheet
- whistle
- bright clothing
- ankle straps
- gloves
- shorts
- helmet

- pump
- tools: seat spanners - 13mm, 14mm, 15mm, Allen keys, screwdriver (to leverage off roller from rear brake), adjustable crescent
- large cones (30 or more) 4 or 8 with a different colour
- six 2 or 3l drink bottles half filled with water
- 1 fence paling, 1.2 metres long
- 2 lengths of decking timber, 1 metre long
- wooden garden edging (300mm high and .5m in length) - this may be tricky as it sometimes is only sold in 5m lengths
- bits of narrow carpet (1.000mm long x .200mm wide) - should be able to get it free from a carpet layer
- runner boards - five pieces of timber (.500mm long x .050mm wide) nailed or bolted together - three across and two down underneath
- high piece of wood (1m - no shorter as slips around too easily already). Like a half round but a little higher if possible.
- whiteboard
- vinyl roadmap (optional) - to provide a visual illustration of intersection and other road traffic rules.

Chalk or spray paint can be used to make the course clearer, although this takes time and permission is needed beforehand.

Figure C1 High board



Figure C2 Run of boards



Figure C3 Garden edging - run of boards



Figure C4 Floor stand for bicycle



Figure C5 Carpet

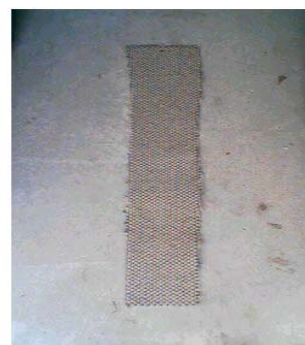
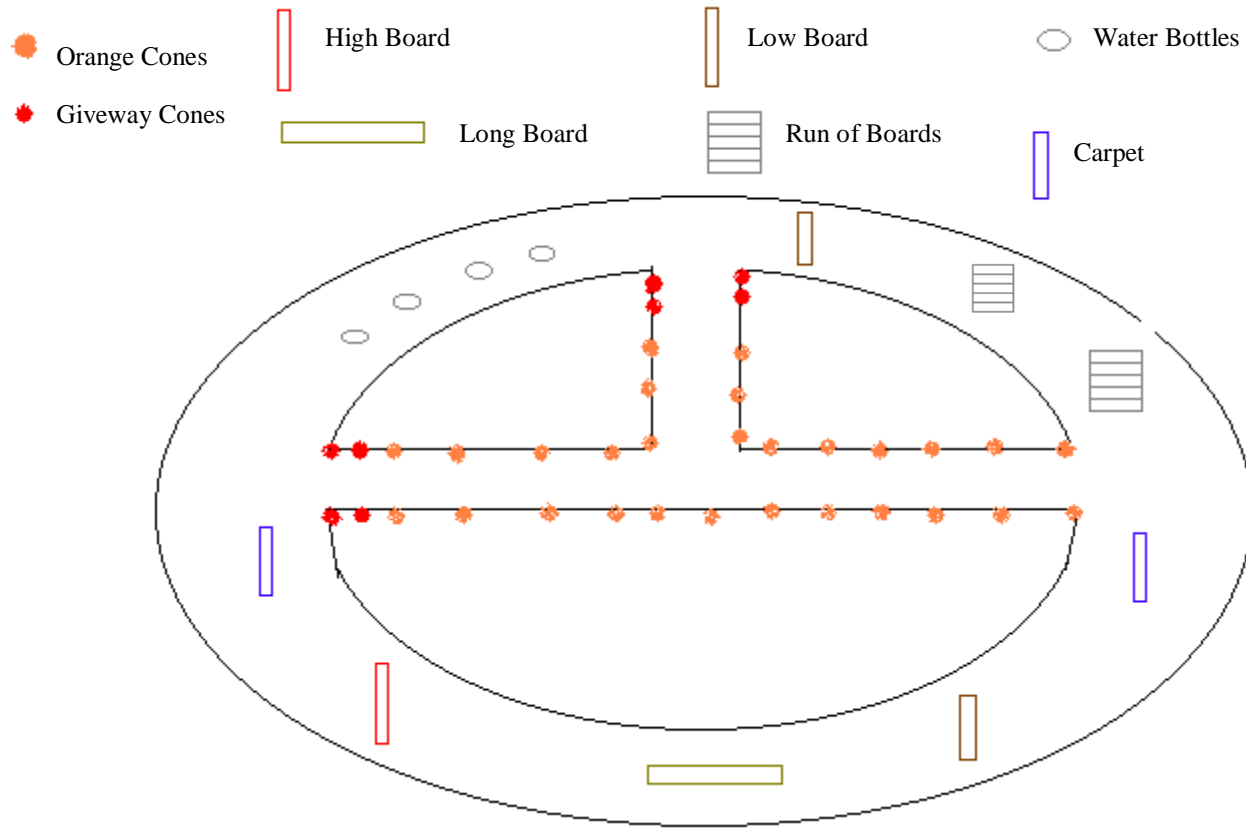


Figure C6 Vinyl road map



Figure C7 Circuit map for riding training



C4 Course schedule

Table C 1 Contents for cycle skills workshop/outline for one-day course

Section	Topics	Least amount of time (in minutes)
C5.1	Welcome and Introduction	5
C5.2	Helmet	10–15
C5.3	Bicycle to fit the rider	30–40
C5.4	Riding techniques	10
C5.5	Riding skills	15
C5.6	Know your bike	30
C5.7	Circuit riding	30
C5.8	Clothing	10
C5.9	Kitting out bikes for the ride to work	10
C5.10	Motivational techniques	10
C5.11	Bike control	15
C5.12	How to fall off	10
C5.13	Circuit riding with road rules	30
C5.14	Road riding tips	20
C5.15	Road intersections	30
C5.16	Guide to gearing	20
C5.17	Road ride now	60

The course may be offered as one whole day (six hours) or as a two- or three-day workshop, using the following guidelines. Where necessary, it may be offered in a four-hour version over two sessions.

C4.1 Whole day course

C4.1.1 One day

If the 6-hour course is run in one day, the programme and timing is as outlined in table C1 above.

C4.1.2 Two 3-hour sessions

Session 1

- Welcome and introduction
- Helmets
- Bicycle to fit the rider
- Riding techniques

- Riding skills
- Know your bike
- Circuit riding
- Clothing
- Kitting out bikes for the ride to work
- Motivational techniques
- Bike control

Session 2

- How to fall off
- Circuit riding with road rules
- Road riding tips
- Road intersections
- Guide to gearing
- Road ride now

C4.1.3 Three 2-hour sessions

Session 1

- Welcome and introduction
- Helmets
- Bicycle to fit the rider
- Riding techniques
- Riding skills
- Know your bike

Session 2

- Circuit riding
- Clothing
- Kitting out bikes for the ride to work
- Motivational techniques
- Bike control
- How to fall off

- Circuit riding with road rules

Session 3

- Road riding tips
- Road Intersections
- Guide to gearing
- Road ride now

C4.2 Four-hour course

This is usually run as two 2-hour sessions over two days, but could be done on one day with a coffee or tea break in the middle.

Session 1

- Welcome and introduction
- Helmets fit and safety (10 mins)
- Clothing – visual safety (10 mins)
- Manage route to work
 - road riding tips (10 mins)
 - claiming and holding your space on the road (20 mins)
 - eye contact with the driver (10 mins)
- Identify black spots (10 mins)
 - road intersections
- Bike control
 - using front and back brake correctly (20 mins)
 - using gears (10 mins)
 - using bike lights (10 mins)
- Your bike – commuting, safety and skills (20 mins)
 - know your bike
 - kitting out your bike for the ride to work
 - motivational techniques
- Bicycle to fit the rider (20 mins)

Session 2

- Riding techniques
- Riding skills (including circuit riding and on-road riding)
- How to fall off

C5 Course content

C5.1 Welcome and introduction of tutor

Explain your experience with cycling previous and/or present. Stay away from negative statements, peoples' negative perceptions and safety problems.

C5.2 Helmets

Quality

Check for cracks and damage by examining the inside helmet area and pulling it apart. Also look for cracks in the outer shell. Older helmets and helmets which have received some impact should be replaced as the polystyrene is weakened.

Fit

Check helmet fit on head with straps loose. Ask participants to move their heads in the yes and no directions. If the helmet shifts on the head while doing this then it is a wrong fit.

The fit may be adjusted to suit the head shape and size. Modern helmets offer more options for doing this.

The following are ways helmets can be adjusted to fit the head firmly.

Older version with only pads:

- Replace older worn pads.
- Replace thin padding with thicker padding.
- Replace padding with thicker pads in areas that need more support.

Head strapping joined with Velcro on helmet:

- Adjust by moving the strap forward.
- Replace padding with thicker pads.

Head strapping adjusted by dial tension or clip tension at the back of the helmet:

- Alter setting – note that the helmet should not be too tight on the head, causing pressure points.
- Replace padding with thicker pads in areas that need more support.

Check position of strap tension holders. This is the clip that holds the back and front straps together and stops the helmet from falling forward or backward. Move the tension holders till they are just under the ear and adjust straps so that the helmet is not able to move backwards or forwards more than one to two centimetres when the buckle is done up.

Next check the buckle under the chin. Participants should be able to put one finger between the strap and their chin. Tighten or loosen the buckle strapping to achieve this.

C5.3 Bicycle to fit the rider

When checking the rider's body in relation to the bike, begin with just the seat height method (see C5.3.1) and then if the bike is too big or too small explain what affects the body position (see C5.3.2).

C5.3.1 Seat height

To set the seat higher to an ideal position use the following method:

- Have the person sit on the bike while you hold the bike upright, ie 'Please sit on the seat while I hold the bike'.
- To hold the bike and weight of the person upright, grab the back of the seat. Apologise if you touch the person's bottom.
- Position the pedal crank down on the side where you are.
- Ask the person to put their heel on the pedal. You may have to rephrase it by saying 'put the back of your foot on the pedal'.
- When they are in this position there should be a slight bend in the knee.
- Raise the seat height if the knee is too bent.
- Check it again in the altered position.

Note: Some people will not want their seat height raised. Older people may be particularly fussy about this. Acknowledge their reluctance and concerns, and then explain that they will be more comfortable and better balanced with the seat at the correct height. You will receive a lot of thanks later for having done it!

Let participants know that if they fit new pedals to their bike or move their seat forward on the rail, they will need to have their seat height re-checked.

C5.3.2 Frame size

The size of the frame will affect the rider's comfort, ability and health. Therefore, it is important to have the right frame size.

General recommendations suggest when standing over the frame with the feet flat on the floor, there should be an inch between the person's crutch and the frame for on-road riding (or two to three inches for off-road riding).

There are other ways to measure the person for the correct size. If a participant has any concerns, recommend they go to a bike shop.

Reach for the rider: The length of the top tube dictates the length of reach for the rider to the handle bars and therefore the body position. If a participant is having difficulty with reach or is uncomfortable, suggest they go to a bike shop and have it sorted there. For example, a shorter handle bar stem can alter this length or the position of the seat rails on the seat pillar will alter the length of reach and body position.

C5.4 Riding techniques

This first exercise concentrates on balance and skills. The use of gears will be explained in more detail later. If someone pushes hard to know more, then share the knowledge now.

- Start with the chain in one of the smallest cogs (tarmac riding; if on grass, use larger cog) at the back derailleur and on the middle chain ring (number 2) at the front derailleur.
- When getting on a bike make sure the ground is level or that bike is mounted on uphill side of the bike. Lean the bike over to get on the bike or step on it off a kerb.
- Start with right-hand pedal up, parallel with the frame down tube
- Have the ball of the foot over the middle area of the pedal.

C5.5 Riding skills

Riding in a straight line

- Using cones, set up two straight lines 1m apart from each other and 50m in length.
- Have participants follow each other riding through the middle of the cones. Following others helps them to focus ahead.
- Participants must learn to:
 - look up ahead, focusing in the distance (just like driving a car)
 - maintain a reasonable speed, not too slow
- Once all participants have ridden through the cones move the cones to 0.5m apart. Have the participants ride through the cones applying the same principles.

Stopping

- Apply back brake, then the front brake.
- Participant starts riding towards the line, coming to a complete stop with the front wheel of the bike just behind the line. This exercise makes them aware of how long it takes for their bike to stop, and gives them stopping confidence.
- Practice emergency stopping – riding and coming to a complete halt when the whistle is blown.

Also mention to use the brakes before they need to be used when riding in wet conditions, so as to dry the rim off, especially if the bike has steel rims.

Looking back

- Use a mirror on the right-hand side.
- Bend the left elbow. This drops the left shoulder down and tilts the neck with the shoulders.
- Place the right arm on the right thigh.

C5.6 Know your bike

Go through the check sheet below with the bike in a workshop/floor stand or later have someone hold the bike up when checking gears.

C5.6.1 Bicycle mechanical check list

1 Frame

- a No cracks
- b No bent areas
- c No damaged mounts



2 Tubes

- a Firm pressures
- b Straight valve



3 Tyres

- a No cracks, slits
- b Sits evenly on the rim, not raised

4 Hubs

- a Smooth turning on axle
- b No side to side play, no loose axle cones
- c Correct tension of nuts or QR
- d Coaster back foot brake engages promptly



5 Wheels

- a No broken or loose spokes
- b Runs in straight line with no kinks or flat spots

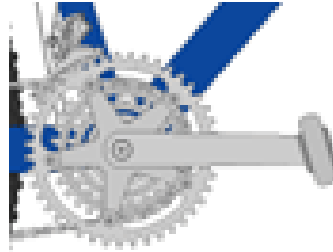
6 Brakes

- a No major play at pivot points
- b Callipers arms are not loose
- c Disc brake disc is tight

- d Firm response when pull brake lever
- e Cables moving smoothly

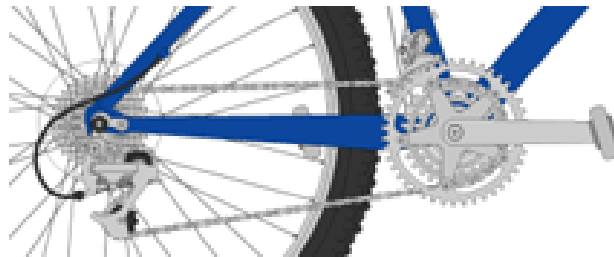
7 Bottom bracket

- a Axle has no side to side play
- b Smooth turning
- c No cracking/creaking noise
- d No cracks in parts



8 Cranks

- a Not loose on bottom bracket axle
- b Chain rolling firm on chain wheels
- c Chain rings not bent
- d Chain ring teeth not damaged.
- e Note: some teeth are made shorter for smoother gear changing



9 Chain

- a Not slipping
- b No stiff links
- c Lubricated

10 Pedals

- a No bent/broken parts
- b Not loose on pedal axle
- c Not stiff when spinning

11 Gears

- a No bent/broken parts
- b Changing smoothly into gear
- c Cable moving smoothly

12 Freewheel

- a Freewheeling smoothly
- b Engaging when pedalling forward

13 Front forks/head set

- a No play from top to bottom when applying front brake, Note; suspension may give similar feeling or a loose front brake disc.
- b Smooth turning
- c No bent or cracked parts

14 H/bars height

- a Height to suit rider
- b Correct tilt
- c Not loose
- d Not bent



15 Seat/seat post adjustments

- a Height to suit rider
- b Level with the ground or to suit riders personal preference (comfort or medical reasons)
- c Tight bolt and nuts or QR



16 Extra fittings on cycle

- a No loose parts or objects
- b No bent parts or objects

17 Reflectors

- a Tight
- b Visible

18 Extra bolts and nuts

- a Check tight bolts and nuts

19 Now explain and show how a quick release works and a safe way to lock the bike.

C5.6.2 Bicycle test sheet

Name _____

Bike make and model _____

Item	Up to standard?		Requires
Reflector front	Yes	No	Need
Reflector rear	Yes	No	Need
Handle bar plugs	Yes	No	Need
Handle bar grips	Yes	No	Replacement
Tight handle bars	Yes	No	Tighten centre
Tight handle stem	Yes	No	Tighten centre
Tight steering system	Yes	No	Adjustment – replacement
Fork	Yes	No	Replacement
Frame	Yes	No	Replacement
Chain wheel set	Yes	No	Replacement R L
Bottom bracket	Yes	No	Adjustment – replacement
Pedals	Yes	No	Replacement
Chain tension	Yes	No	Adjustment
Cluster/freewheel	Yes	No	Adjustment – replacement
Tyres	Yes	No	F or R replacement
Wheels	Yes	No	F or R replacement Spokes Straighten
Brakes	Yes	No	F or R pads/disc F or R cable L or R lever adjustment bolt
Gears	Yes	No	F or R cable L or R lever
Seat and seat pillar	Yes	No	Adjustment – replacement
Accessories	Yes	No	Adjustment – replacement

C5.7 Circuit riding

Use the circuit plan outer circle only with obstacles. You can park the car in the area of the obstacle course and open the driver's door, but remember to warn the cyclists that you will be doing this.

Exercises:

Riders will learn to negotiate gentle curves, weaving, tight turns, going over obstacles.

- 1 Ride around the obstacle course in single file, maintaining a reasonable speed, not too slow
- 2 Teach participants to deal with obstacles comfortably and safely by:
 - a keeping up the momentum
 - b having the crank/pedal position up on the side of tall obstacles
 - c when cornering, having the crank/pedal position up on the inside of the corner, as it helps with balance and not hitting raised objects
 - d standing on the pedals when going over bumps, by having the pedals level with the ground. Once competent the rider can also stand on pedals in any position if there is a firm shoe grip
 - e standing on pedals and having slightly bent knees when riding over big bumps
 - f first looking down to line up the front wheel and then looking up ahead when riding through long narrow spaces and over long narrow obstacles
 - g looking into the distance most of the time to stop steering wobble when riding through a dark tunnel
 - h lining up the front wheel straight onto an object. If the bicycle wheels are on an angle, they may slip out from under the rider. This is especially true for slippery surfaces, such as train tracks, drain piping, road markings, tree roots etc. Wet items can be slippery
 - i not looking directly at the cones or objects such as trees, but looking beyond or next to them
 - j dealing with opening doors by looking in the right-hand door mirror of the car to see if the driver is moving.

C5.8 Clothing

Tell workshop participants that the over-riding principle is: '**Be safe be seen**'. Discuss the following safety clothing with them.

- Always wear bright or light-coloured clothes:
 - to demonstrate, nominate a person with bright clothing (or yourself) and someone with dark clothing to stand 4m or more away. Ask the audience who stands out more. Highlight the fact that lighter brighter colours stand out more
 - car drivers have lots to look out for, so cyclists do not always stand out

- recommend fluoro and reflective clothing to be seen
- ankle straps are effective as the movement attracts attention
- Choose light-weight jacket and light-weight leggings (overpants). A hood on the jacket can be really useful if it is raining, windy and/or cold.

Good quality cycling jackets are designed not to be too hot and are a good wind shield. Check whether they are rated as showerproof or water resistant and choose whichever is appropriate.

- Cycling shorts are a great comfort factor during longer rides as they take away the sweat and stop some chaffing. There are Lycra tight-fitting shorts or baggy shorts made with casual material, both have a chamois lining in them.
- Solid shoes should be worn, taking into account the following:
 - non-slip shoes, no jandals
 - shoe laces should be tucked in the side at the outside heel position or through lower lacing cross pattern.
 - cycling specific shoes are available. They have a hard sole to stop flexing and therefore retain more pedalling power than a standard shoe. There are different types for different riding, such as road, MTB, BMX, downhill etc.
- Riding gloves give an increased grip on handle bars, help keep hands warm and protect them from abrasions, scrapes and buckling from vibrations. A standard pair of light-weight thermal gloves is recommended underneath riding gloves in the winter.
- Trousers can be kept safe by tucking them into socks or by wearing trouser bands/straps to stop them getting caught on the front chain rings and other items. There are reflective trouser bands available which are very good. They keep a firm hold of trousers and their reflective qualities work well at night, making the movement of the legs clearly visible.

C5.9 Kitting out bikes for the ride to work

There are many accessories and tools designed to be used on bikes for commuting to work that you can tell workshop participants about. Invite them to share any tips or accessories that they know about too. Key ones to highlight include:

- **A pannier rack (carrier)** can be mounted to either the front or rear of the bicycle frame or a rear carrier can be mounted to the seat post. A frame-mounted rack carries more weight than a seat post mounted rack.

The lower the pannier rack/panniers are to the ground the easier the bike is to handle because of gravity.

Bicycle trailers are another option. They carry more weight, but extra length is added to the bike.

- **Panniers** (they are generally bought in pairs) have hidden pockets and carry a lot when packed well. There are some pannier bags specifically designed for laptop computers. Some laptop computer bags

come with rack mounting straps.

Panniers should be padlocked or zippy tied on if they're not going to be taken off or if they move forward too much causing the rider's feet to hit them.

- **Mudguards** – there are full mudguards or half guards. Also, a 'crud catcher' (piece of plastic) can be zippy tied on the frame just behind the front wheel.

Some racks (carriers) come with a solid centre that also stops water and mud coming onto the rider's bottom. If no centre piece is present on the rack, a piece of plastic (one side of a milk bottle) zippy tied on does the same job.

- **Lock(s)**: cable lock and 'U' lock. If the bicycle is parked in a high-risk area, the front wheel should be removed and the bike secured with the lock going through the frame to a firm stand/object. Also, if the seat has a quick release seat bolt, it should be locked. The bike must not be locked to a parking meter.
- **Bicycles lights**: white for the front and red for the rear. Ideally these should be flashing lights. Lights are required by law where biking will take place during dawn or dusk hours or in the dark.
- **Bicycle bell**: to warn people that a bicycle is approaching, the bell should be rung no further than 5m away. When passing the people the rider can say 'thank you, just warning you so that you don't get a fright'.
- **Air horn**: this is solely to warn vehicles and dogs. They are too loud for pedestrians.
- **Mirror**: if the bike has only one mirror, it should be mounted on the right-hand side.
- **Stand**: the bike might tip over if the weight is not balanced.
- **Spare tubes** (1 or 2): Keeping the tyres firm eliminates punctures. If punctures become persistent then a tyre liner should be installed or an anti-puncture product (ie slime) put in the tube.

If riding over rough roads, placing talcum powder between the tyre and tube will help.

- **Mini air pump**. A pump is only necessary if the rider also carries a tube.
- **Tools** to carry include tyre levers, Allen keys, chain breaker with two plates, Phillips screwdriver, screwdriver flat head. These come as individual items or as a compact folding tool.
- **Clip in pedals and shoes** create more even riding strokes, using energy more efficiently. They also make it easier to jump the bike over obstacles as the feet do not slip off bicycle pedals.
- **Extra padded/gel seat**: seats can be replaced or covered for more comfort.

C5.10 Motivational techniques

Often when we have the motivation to ride, we do not have the time and when we have the time, we do not have the motivation. Therefore it is important to explore some techniques that will serve to encourage or enthuse participants to take up and/or continue to cycle to work.

For example, you can point out that people ride to work for a variety of reasons, including to:

- be able to ride with someone they admire for his or her ability or dedication
- lose weight
- get fit or to keep fit
- train for an event (eg Taupo or Taranaki cycle challenge; or for a cycling holiday)
- be able to ride frequently when they go on holiday
- be out in the fresh air
- see more scenery
- set an example for others (eg their children, friends, colleagues)
- save travelling costs
- get to work faster than driving or taking public transport
- save the environment
- enjoy themselves.

One motivational technique is to set a goal (getting fit, losing weight, cycling a certain number of kilometres) and keep a riding journal to record progress. Some points to record include:

- date of last ride
- date of this ride
- speedometer results
- weather conditions
- traffic influences (drafting behind a tractor)
- health problems
- route rode
- aim (eg fitness or transport)
- road condition
- bike used.

C5.11 Bike control

Mark out two lines 5m apart with chalk or cones.

Have participants ride from one line to the other line as slowly as possible. This is achieved by balancing the bicycle with the use of the following:

- brakes
- freewheeling backwards
- pedals most of the time level to the ground for body balance
- body weight positioning
- keeping the frame in an upright position.

C5.12 How to fall off safely

By using this method the handle bars and pedal may get scratched, but they cost about \$15.00 each. Ask participants which they think is more valuable: their body or pedals and grips?

Instructions for falling safely are as follows:

- Extend the leg on the falling side two or three feet, walking or running off the bike, then let go of the handle bars and drop the bike on the ground.
- The initial speed of the bike will dictate walking or running.

C5.13 Circuit riding with road rules

Exercise 1

Use the complete obstacle course plan.

There are two places where riders must look and give way to the right.

Exercise 2

Use the different coloured cones as give way indicators.

Include obstacles in the same places as previously.

Practising this will help develop cyclists' skills and confidence.

C5.14 Road riding safety tips

Share these safety tips with participants:

- Obey the road rules for cyclists and vehicles. Write up the web-link for the cycling road code (www.nzta.govt.nz/resources/roadcode/) on the whiteboard so participants can look it up at home.
- Study the traffic and the road ahead. **LOOK! LOOK! LOOK!** Especially when the traffic is slow, as some cars will stop to let other cars through and then the cyclist's path would be obstructed. Stand on the pedals to see over cars.
- Indicate intentions clearly with **hand signals! Do the expected, not the unexpected.**

- Keep left of the outer white line when possible, or where there is no outer line, as far left as is practically safe. The NZTA wording is 'keep as far left as you safely can'.
- Do not ride near the gutter as there are uneven surfaces, glass and other sharp objects unfriendly-to-bicycle-wheels, storm water covers etc.
- Ride to the right of parked vehicles. Do not weave in and out of parked vehicles as cyclists are not always visible to traffic.
- If moving near the speed limit and the lane is too narrow for vehicles to safely overtake, or if avoiding a parked car door or other road side hazards, ride in the vehicle lane. Drivers of vehicles would rather the cyclist take the lane, than teeter on the outside in the rough where they are not sure of what the cyclist is going to do. The rough would slow the bike down.
- Stay off the footpath unless it is designated for cyclists as a cycle path. Vehicles generally pull out of driveways or intersections without first stopping prior to the footpath.
- Have an assertive riding attitude!
- **Have a self-defensive riding style!**
- Use the bus lane, as long as there isn't a sign forbidding this.
- Go straight across tram or train tracks at a 90° angle to the track.
- Go over straight edged objects or pipes at a 90° angle to the object/pipe.

Drafting

Explain to participants how 'drafting' can help riders save energy. This involves riding closely behind someone else. The closer the second rider is to the first, the more they benefit from drafting. The front rider breaks the air barrier and therefore makes riding easier for the follower. The front person can also be a wind break if the follower is positioned correctly and the wind is coming from in front or from the side at a 45° angle. A slow moving vehicle can also be used. Riders must watch carefully though. Whatever they are following can and will slow down or stop at some point.

When a truck goes past it causes a draft. When going uphill this is very handy. However, being next to a truck in a bend going downhill is dangerous and must be avoided. The draft from the truck in a bend literally sucks the cyclist in and, therefore, under the truck.

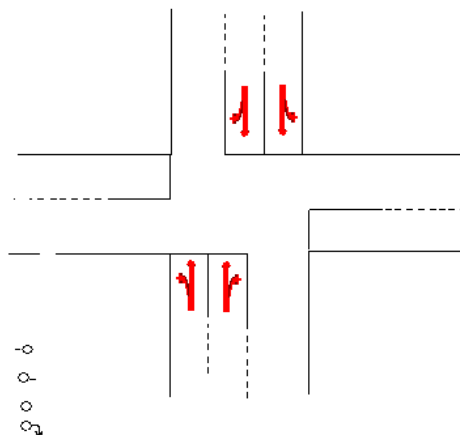
C5.15 Road intersections

Use the obstacle course (cones can stand in as signs or traffic lights), and demonstrate for participants the following skills. Have them practice the skills too.

- Controlling the bike while indicating at stop or give way signs:
 - indicate a left-hand turn or right-hand turn 5m (or four bike lengths) before give way and stop signs

- for stopping/slowing down hand signal, raise the hand when passing the give way or stop sign and then lower when 2m away from (give way, stop) line.
- Controlling the bike while indicating at traffic lights:
 - when approaching the traffic lights start indicating a left-hand or right-hand turn at 10m (or eight bike lengths) up to 5m (or four bike lengths) away from the stop light.
 - for a stopping/slowing down hand signal, raise the hand at 5m away from the stop light.
- Shadow riding with cars (ie going through the intersection with a car as a safety barrier) can be used as a defence at certain intersections
- Yielding – yield to the cars coming when changing lanes or making any side movements
- Wise decisions at crossroad intersections – use a white board to show participants how to respond in the following situations (including which hand signals to use):
 - single lane with left-turning vehicle and left-turning cyclist
 - single lane with vehicles turning left and vehicles going straight through, cyclist wishes to go straight through
 - single lane with straight through arrow and right lane turning arrow, the cyclist wishing to turn right
 - two lanes with the left lane having a left-turning arrow, right-hand lane having a straight through arrow and right-turning arrow, the cyclist wishes to go straight through
 - two lanes with the left lane having a left-turning arrow, right-hand lane having a straight through arrow and right-turning arrow, the cyclist wishes to go right
 - two lanes left lane having a straight through arrow and left-turning arrow, the right lane has a right-turning arrow, the cyclist wishes to go straight.

Note: the motorists' speed and rate of courteousness will affect decisions. Therefore what is suggested above must be undertaken with forethought, practice and assertiveness.



- Wise decisions at roundabouts – use a whiteboard to show participants how to respond in the following situations (including which hand signals to use):
 - single lane with left-turning vehicle and left-turning cyclist
 - single lane with vehicles turning left and vehicles going straight through, cyclist wishes to go straight through
 - single lane with straight through arrow and right lane turning arrow, the cyclist wishing to turn right
 - two lanes with the left lane having a left-turning arrow, right-hand lane having a straight-through arrow and right-turning arrow, the cyclist wishes to go straight through
 - two lanes with the left lane having a left-turning arrow, right-hand lane having a straight-through arrow and right-turning arrow, the cyclist wishes to go right
 - two lanes with the left lane having a straight through arrow and left-turning arrow, the right lane has a right-turning arrow, the cyclist wishes to go straight
 - two lanes with the left lane having a straight-through arrow and left-turning arrow, the right lane has a straight-through arrow, the cyclist wishes to go straight.

Note: motorists' speed and rate of courteousness will affect decisions. Therefore what is suggested above must be undertaken with forethought, practice and assertiveness.

C5.16 Guide to gearing

Teach the participants that to change gears, there must be sufficient pedalling speed. If there is not enough pedalling speed, a rough change will occur. This will cause unwanted stress to the chain and derailleur. Do not change the gears too late. Anticipate what gear is needed to create an easier and smoother ride.

Participants should use the following as a guide for selecting the appropriate gear to use

- the big chain-ring (by the pedal cranks) for downhill riding (if riding a mountain bike on-road the chain-ring may need to be engaged earlier as it is smaller than a road bike's).
- the middle chain-ring for on-the-flat-riding
- the smallest chain-ring for uphill riding
- the back gears (on the back wheel) for finer adjustment, such as for wind, grass, gravel, head wind etc
- the big chain-ring if there is a good tail wind.

By using this guide, the chain will never be set on a gearing that is too high. Let participants know that having the chain on a big cog at the back and a big chain-wheel at the front causes stress and extra load on the chain.

On older bikes, be aware of the type of noise made, ie rough if not properly in gear.

If the derailleur is out of adjustment, proper alignment will not occur and gear changes will be 'bumpy' or grinding.

C5.17 Going for a ride on the road

This is done in three parts:

- 1 Go to pre-selected road intersections, and as a group, observe and discuss:
 - a the road layout and its effect on traffic
 - b the road traffic, discussing what the vehicles do
 - c the other cyclists: discuss their wisdom and foolishness, and any lack of consideration.
- 2 Use for (1a) a T-intersection with a right-hand turning arrow if possible and (1b) a roundabout that is not too busy. Lead one or two people at a time through an intersection, putting recommendations into practice.
- 3 Go for a ride around the streets in single file. During the ride, create opportunities to change gears, including go up an incline (on a quiet street). Ride with individuals, reminding them when to change gears.

Annexes: flyers and forms

- A Workshop flyer
- B Pre-registration form
- C Attendance sheet
- D Evaluation form

Annex A: Workshop flyer



Cycle skills workshop

DO YOU.....

- *Want to return to riding but haven't been on a bike for a while?*
- *Want to ride but feel uncertain at intersections or finding a safe route?*
- *Or perhaps you already ride and want to refresh some skills and knowledge?*

Then you will want to be part of this practical workshop available to **[organisation]** staff as part of the *Bike Now* programme.

The workshop is made up of 2 sessions, each taking around 3 hours

When?	Date and time Date and time
Where?	Venue
Who can attend?	<i>Everyone</i> who works at [organisation]
How to register?	Contact [champion] for a registration form

The workshop will focus on these areas:

- Bike handling techniques
- Traffic skills
- Preventing collisions
- Rules of the road
- Choosing equipment/clothing
- Bike fit
- Dealing with obstacles
- Handling intersections
- Gears



Annex B: Pre-registration form



Bike-to-Work Skills Workshop

Workshop date(s): _____ Venue: _____

Name: _____ Workplace: _____

Phone number: _____ Email: _____

Please answer the following questions so that we can target the workshop to what you want to learn!

Tick below your reason(s) for attending the course (tick all that apply):

- Improve riding skills
- Help with physical barriers (eg health issues, injuries)
- Help with psychological barriers (eg fallen off in past)
- Help with fear of traffic
- Had a cycling accident in the past
- Learn what to do at intersections
- Learn how to ride a bike
- Learn how to be safer on the road
- Other (please describe): _____

In the past year how often have you ridden a bicycle? € weekly € monthly € a few times € not at all

What kind of cycling do you usually do? € mostly cycle paths € mountain biking € on-road € mixture

Are you able to ride with one hand off of the handlebars? € yes € no

The workshop will focus on:

- bicycle handling techniques
- traffic skills
- how to prevent collisions
- rules of the road
- how to choose equipment and clothing
- route planning

What to bring:

- mechanically sound bicycle (the course will involve bike riding so your bicycle must be in good working condition)
- helmet (of course!)
- bike lock
- brown bag lunch
- bottled water
- snacks for the road
- rain gear or other appropriate clothing for the weather

Please return this form to: [champion's name]

Annex C: Attendance sheet



Start date _____ Location: _____

	Attendees names	Phone number	Day 1	Day 2	Day 3
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					
17					
18					
19					
20					

Annex D: Evaluation form



Cycling class feedback questionnaire

Please indicate how useful this course has been to you so that we can continue to make change or improvements where needed.

Name (optional) _____ Course venue _____

Question 1 Was the course useful to you? (please circle)

1	2	3	4	5
Not at all useful				Extremely useful

Question 2 What parts of the course were of most interest to you?

Please tick or add any others

- Basic bike skills and riding safely
- Bicycle to fit the rider
- Knowledge of gears
- Knowledge of brakes
- Controlled riding
- Know your bike
- Helmet information
- Clothing information
- What to take on a ride
- Enthusiasm techniques
- How to fall off
- Road riding tips
- Road intersections
- Road Ride Now

Question 3 Have your riding patterns altered as a result of attending this course? (or do you think they will alter from now on?)

- Yes
- No

Question 4 How do you rate your instructor? (please circle)

1	2	3	4	5
poor		average		excellent

Question 5 How do you rate the venue? (please circle)

1	2	3	4	5
poor		average		excellent

Question 6 How did you find out about this course? (tick one or more)

- At my workplace
- Radio/newspaper
- Council websites
- Bike retailers
- Community notices (radio)
- 50+ newsletter
- Other (please specify) _____

Question 7 Are you interested in organised follow up social rides?

- Yes
- No

If yes, please give contact name, email and/or phone for more information:

Question 8 Do you have any other comments about how we could have improved the course?

Thank you for taking the time to complete this questionnaire.

Appendix D: Resources for *Bike Now* initiatives

- 1 Cycle parking
- 2 Bike fleet
- 3 Bike inspection checklist
- 4 Bike Buddy programme
- 5 Let's ride the bike bus
- 6 Route planning for safe and happy rides
- 7 How to fix a flat tyre and other adventures in cycling



Resource 1: Cycle parking

Providing quality cycle parking is an excellent way to show you are an employer committed to improving the health and well-being of employees, as well as to improving the environment we live in.

Number of cycle parks

There are no hard and fast rules about how many parks to provide. If people already cycle to work, count the number of bikes onsite each day. Plan to provide some extra parks – Bike Victoria in Australia suggests one per 20 employees where no parks existed previously. If you are adding more parks, then one per 5 or 10 employees might make sense.

Location

Location plays a key role in providing cyclists with good, user-friendly cycle parking. Short-term parking should be located close (<50 metres) to the workplace or it may not be used. Secure, long-term parking can be located somewhat further away.

The key considerations in selecting a location are convenience and security:

- Place parking near the main entrance.
- Allow easy access.
- Provide parking for visitors as well as staff. Provide one parking place for each 40 visitors.
- Ensure cycle parking is clearly signed and well lit.
- Avoid obstructing pedestrians or traffic.
- Undercover, lockable cycle parking is ideal, particularly for rainy days.
- Surveillance by the public or CCTV reduces the opportunity for vandalism or theft.

There is an opportunity to be creative in providing cycle parking at your workplace. For example cycle parking could be located:

- in a unused 'nook or cranny'
- in a storage cupboard
- under the stairs
- in a car parking garage.
- in the courtyard
- in an unused office, room, or part of a hallway.

Types of cycle parking

Five types of cycle parking are recommended:

- stands
- enclosures
- parking garages
- lockers
- cyclepods or cycle cones.

Which one you choose depends on the space available and how much your organisation is willing to spend.

Stands

Stands that only hold the wheel are not recommended as these provide poor security and can damage the bike.

The Sheffield cycle stand is the most popular with cyclists, as it supports the cycle, and allows both the frame and the wheels to be locked. It is cost effective to build, install and maintain.

The Sheffield cycle stand is a simple inverted-U steel tube (refer diagram below). It can be installed singly or in multiples. Each stand can accommodate two cycles and allows use of all popular types of lock.

Material options

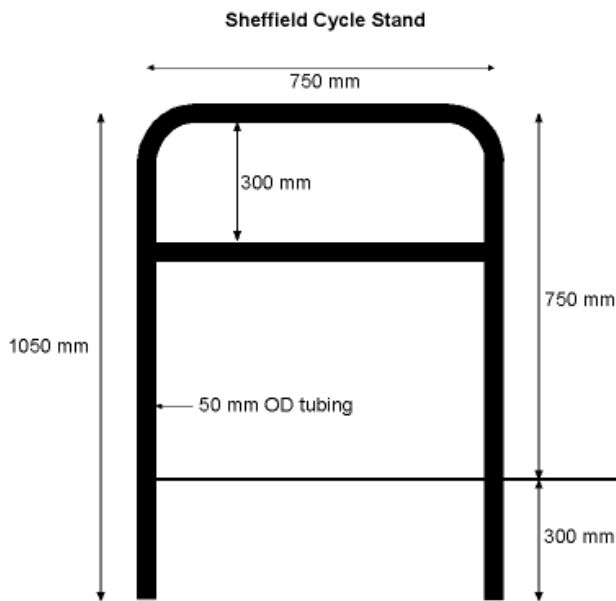
- Nylon-coated – excellent durable finish, less damaging to bikes' paintwork
- Galvanised – industrial looking, with effective protection for 10–15 years
- Powder-coated – available in a range of colours. Can be done in conjunction with galvanising
- Stainless steel – non-rusting material that suits modern surroundings

Sheffield cycle stand design features

- An extra horizontal bar provides additional locking points and is ideal for small-wheeled and children's bikes.
- There is no patent on this design, and it can be made by any engineer.
- The stand can be embedded into concrete or surface mounted (bolted to an existing hard level surface).

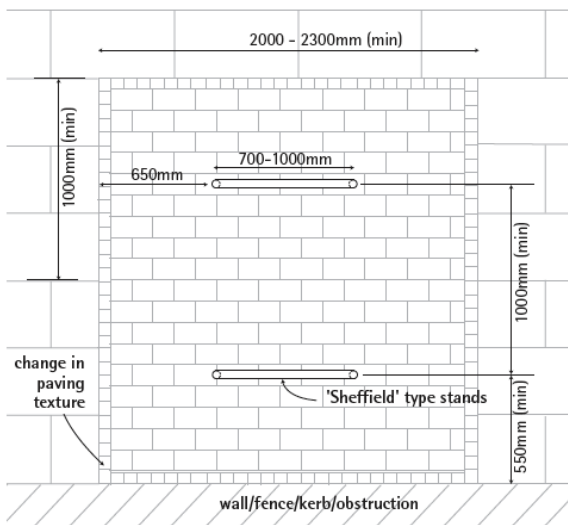
Dimensions

- 750mm wide x 750mm high for surface mounting; tubing outside diameter 50mm
- 750mm wide x 1050mm high for embedding; tubing outside diameter 50mm
- Extra horizontal bar 300mm from the top



Calculate the space required (see footprint diagram below). An allowance of one cycle per square metre is a guide.

Cycle parking stand footprint (plan view)



Spacing between cycle stands

When installing more than one cycle stand, allow at least 1000mm between each stand. Any closer together and only one side of the stand will be useable.

Stands should be at least 550mm from any walls, fences, gates or doors. If cycles are forced into too small a space, they are hard to access and could be damaged.

Securing cycle stands

Stands must be secured to the ground by either bolting onto a hard level surface using at least two security bolts (m10 Rawlbolts) through the base plates, or by root fixing into concrete at a depth of 300mm. Stands bolted into asphalt are susceptible to vandalism.

Cost

From \$200 to make and install, depending on materials, for each two-bike stand. See below for a list of suppliers.

NMIT bike stands –these were implemented as part of ‘Bike Now’ project in 2008.



Enclosures

Enclosures are fenced parking facilities. Enclosures should be protected from the weather and have a high degree of security, such as CCTV monitoring, and an appropriate form of access control, such as swipe cards. Inside the enclosure, stands may be installed to provide additional security.

An unused storeroom, or office may also be suitable. The photo on the right below, shows hooks installed in an unused section of a corridor at Bike NZ.

Cost

Depends on materials and security features.



In parking garages

Cycle parking can be installed in parking garages. The example pictured below consists of a 50mm diameter galvanised pipe bolted horizontally to the metal poles that hold the building’s service pipes. The new pipe has plastic-covered metal hooks mounted along its length. Bicycles are hung vertically on the hooks by their front wheels.

An additional horizontal pipe can be added to provide a locking point. The advantages are that commuters’ bicycles can be parked at no charge in a secure area, under cover, in a compact, efficient arrangement.

Where space permits, alternatives are to install Sheffield parking stands or a fenced enclosure.

Cost

Depends on materials and security features.



Lockers

Lockers offer weather protection and a high level of security.

Things to consider when costing a locker installation:

- the cost of site preparation (levelling etc), and adjustment of units on sloping sites
- delivery and installation costs, including future expansion or relocation of units
- ventilation and hygiene – ease of cleaning and airing the space. Some lockers have clearance underneath to allow a high-pressure water jet to clean out leaves and other debris
- durability of finish and ease of graffiti or billposting removal
- opportunities for advertising revenue
- spares and service parts (especially lock or key replacement and management costs)
- ease of use – if the locker takes too long to use, it offers little advantage over open stands.

Cost

From \$2700 excluding installation for each two-locker unit.



Cycle cone or cycle pod

The cycle cone or pod is a modern, innovative cycle storage design which secures eight bikes in a two-metre diameter. It is a unique solution that not only looks great and saves space, but is also highly secure. A single cone takes 30% less space than the equivalent, four Sheffield stands.

Almost every part of the bike can be locked to the unit, securing the most expensive and highly-targeted parts of the bike in place. Unlike other cycle storage products, the cycle cone requires no foundations for installation and needs little maintenance.

Cost

\$5000 to \$10,000 per cone or pod, depending on the source.



More information

ARTA guidance note for cycle parking facilities

The intention of this guidance is to inform territorial local authorities, education providers and private businesses/developers on how and where to install bicycle parking within the Auckland region.

www.arta.co.nz/home/land_use_and_transport_guidelines.html

Workplace cycle parking guide

This is a highly recommended detailed guide from Transport for London aimed at organisations that want to provide cycle parking: www.tfl.gov.uk/assets/downloads/businessandpartners/Workplace-Cycle-Parking-Guide.pdf (3.1MB pdf)

The New Zealand Bicycle Registry

A free service for storing your bike serial number: www.mountainbike.co.nz/registry/

Best practice on cycle parking

Advice on provision, management and location of cycle parking can be found on the UK Department for Transport/Cycling England website: www.dft.gov.uk/cyclingengland/docs/c04_cycle_parking.pdf

Cycle parking

A four-page information sheet (792KB pdf) covering location, design, installation and how much parking is needed can be found on: www.sustrans.org.uk/resources/publications/information-sheets – scroll down for ‘cycle parking-ff39’)

New Zealand suppliers

Most engineering companies can make cycle stands, enclosures, garage fittings or lockers.

<p>Stands</p> <p>Autobend Ltd Christchurch and Auckland Tel 0800-288-623 sales@autobend.co.nz</p> <p>Checkmark Engineering 11 Totara Street, Taupo Tel 07-378-7171</p> <p>City Care Ltd Offices throughout NZ www.citycare.co.nz</p> <p>General Security Supplies (NZ) Ltd PO Box 19359, Avondale, Auckland Tel 09-818-6062 www.gensec.co.nz</p> <p>Harding Traffic 8 Hotunui Drive Mt Wellington, Auckland Tel 09-259-0894 www.hardingtraffic.co.nz</p> <p>Street Furniture NZ Ltd Tel 09-526-5660 www.streetfurniture.co.nz</p>	<p>Metalworx Engineering 58-60 Vivian Street, Wellington Tel 04-384-5113 www.metalworx.co.nz</p> <p>Lockers</p> <p>Roseware Industries Auckland Tel 09-425-8499 www.roseware.co.nz</p> <p>McColl Engineering 25 Montgomery Crescent Upper Hutt tel 04-526-9495</p>
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Resource 2: Bike fleet

This guide provides information on how to set up a bike fleet.

Many workplaces around New Zealand are supporting their employees to use sustainable ways to travel during work for business trips around town and lunch breaks. Providing a bike fleet is an excellent way to save money, improve the health and well being of employees, and reduce your carbon footprint.

What is a bike fleet?

A workplace bike fleet provides bikes and safety equipment for staff to use. Fleet bikes can be for any kind of journey, but are typically used for work-related trips, such as meetings, travel between sites and visiting clients.

Generally fleet bikes are kept in a central location and can be booked out by any staff member who is able to ride safely on public roads.

Benefits

A bike fleet is a healthy and economic complement to a fleet of motor vehicles. Bikes are a great way to get around town because they:

- can be parked easily, making trips faster. A bike fleet places less demand on parking space than other vehicles.
- give employees the opportunity to get some fresh air and exercise and arrive at their destination alert and energised
- demonstrate that your organisation is reducing its carbon footprint
- are cheap and easy to run and maintain. A bike fleet will pay for itself after only a few hundred kilometres have been cycled.

How to set up a bike fleet

First of all, you will need to determine how many bikes you wish to provide. Depending on the number of employees there are on-site, you may wish to start off with two bikes, to 'test the waters'; adding more cycles as they gain popularity with staff. A larger organisation (more than 100 employees) may start with three or more bikes.

Ask cyclists at your work to recommend a good bike shop. A good quality bike fleet will require:

- bikes – at least two of different sizes. Hybrid bikes or mountain bikes fitted with road tyres are recommended
- helmets – two or three per bike, in various sizes to suit your staff. All helmets sold in New Zealand are required to meet a safety standard

- wipes and disinfectant for cyclists to clean helmets when they return the bike and equipment
- locks – a high quality U-lock is best
- cycle computers – to keep a record of mileage (optional: may be necessary if employees are paid for kilometres travelled)
- racks and panniers on the bike – for carrying things comfortably, such as briefcases and jackets
- pump, patch kit and tools
- local maps
- a secure place to park bikes
- lights – a legal requirement for cycling at night.

Access to showers and lockers is also recommended, but not absolutely necessary. Commuting by bike at moderate speed is no more strenuous than walking. You may be able to arrange access to showers with a neighbouring business or local gym.

Bicycles must have

- a red or yellow reflector at the back
- good brakes on the front and back wheels

When riding at night, bicycles must have

- a steady or flashing rear-facing red light that can be seen at night from a distance of 100m
- one or two white or yellow headlights that can be seen at night from a distance of 100m. One of these lights may flash
- yellow pedal reflectors, or the rider must be wearing reflective material.

Managing the bike fleet

Managing the bike fleet is similar to managing a vehicle fleet. It is a good idea to designate someone who will be responsible for overseeing the bike fleet, including regular maintenance and recording the use of the bikes.

Let the staff know the fleet is there for them to use!

Have posters or flyers in the staff rooms and regular reminders in any staff newsletters or bulletins that are sent out. Include information about the bike fleet in any 'induction' materials that are put together for new staff. Mention the bike fleet at staff meetings.

Booking bikes out

Below is a simple form you can use to track use of each bike and any problems the cyclist encounters.

Fleet bike booking form

Bike identification number

Name	Telephone	Date & time taken	Purpose & destination	Date and time returned	Any problems?

Maintenance of bikes

Maintenance costs are low but the bikes need to be kept in good order. Bikes should be checked and serviced by the supplying bike shop every six months, or more frequently if problems are reported.

Post this cyclist checklist near the bikes.

Cyclist checklist

Before every ride:

- Choose the correct size helmet and adjust straps according to instructions (located near helmets).
- Check the seat and handlebar height for comfort. Adjust if necessary. Tools are available at *[place]*.
- Check that tyres are inflated to the pressure shown on the tyre. A pump is available at *[place]*.
- Check that the gears and brakes are working properly.
- Make sure nothing is loose.
- Carry a mobile phone in case of a breakdown.
- If riding at night, check that lights are working. Lights are stored at *[place]*.

If in doubt or you need any assistance, contact the fleet manager *[name]*.

Training

Make sure staff are familiar with the bikes. If possible, at a staff meeting, run through the fleet bike user form, cyclist checklist and booking forms so everyone is familiar with what to do.

You might want to offer cycle skills training to your staff to ensure they have the confidence and traffic skills. Check with your BUG (Bicycle User Group – if you have one), local council, bike shop, or bicycle advocacy group. Cycling Advocates Network (www.can.org.nz) lists local groups. They can put you in touch with local cycling experts, and advise on choosing quiet routes. Copies of local cycling maps should be made available with the bikes.

Legal issues

The Accident Compensation Corporation (ACC) covers employees for injuries that they sustain in the course of their duties and when travelling to and from work. Check your organisation's insurance and ACC arrangements when you set up your bike fleet. Ensure employees are aware of their rights and responsibilities.

You might want to post this sign as a reminder near the bikes!

Road sense

Follow these guidelines for safety.

Be predictable

You must give a hand signal for at least three seconds before stopping or turning. Look behind to make sure there is room for you to turn, pull out or pass safely.

- To signal a left turn, put your left arm straight out.
- For a right turn, put your right arm straight out.
- To signal slowing or stopping, put your right arm out and up with your palm to the front.



Watch for traffic coming from behind

Watch out at intersections

When approaching intersections requiring vehicles to give way or stop, check that the way is clear before entering the intersection.

Move off the road if you stop

If you are stopping, move off the road so you don't interfere with traffic.

Have each bike fleet user read and sign the agreement below before they take a bike out for the first time.

Fleet bike user guidelines and agreement

You can borrow bikes for work purposes, for leisure and for fitness. All staff wanting to use the bikes are to read and follow these guidelines.

Rules for cyclists

Follow the traffic law. It applies to all vehicles including bicycles.

- Cyclists must wear an approved safety helmet. Fasten it securely.
- It's a good idea to wear brightly coloured or reflective clothing.
- At intersections, follow the same rules as motor vehicles.
- Ride in single file if passing another vehicle.
- Where there is a cycle path, you may ride on the cycle path or on the road. Where there is no cycle path, ride on the road.
- Don't ride on a footpath unless it is a shared pedestrian and cycle path.
- Ride with lights on when it is dark (from 30 minutes after sunset until 30 minutes before sunrise).

For a complete set of road rules, you can look up the road code at: www.nzta.govt.nz/resources/roadcode/

Cycling in traffic

- When cycling in traffic, be aware of other road users so you can anticipate their movements.
- Make eye contact with other road users so you know they've seen you.
- Clearly indicate your intentions by signalling. Look behind you before moving out into traffic or turning.
- Take care when cycling near trucks and buses as they have blind spots and may not be able to see you.
- Be respectful of pedestrians.
- Cycle with care and don't take unnecessary risks.

Hand signals

You must give a hand signal for at least three seconds before stopping or turning. Look behind to make sure there is room for you to turn, pull out or pass safely.

- To signal a left turn, put your left arm straight out.
- For a right turn, put your right arm straight out.
- To signal slowing or stopping, put your right arm out and up with your palm to the front.

Using the bike

- Complete the booking form, saying when you are taking the bike out, where you are going and anticipated return time.
- Use the 'cyclist checklist' provided to check the brakes, tyres and gears.
- Adjust the height of the seat to fit before you set off.
- If there are any problems with the bike then don't use it. Report any problems to the fleet manager.
- Helmets are supplied. Adjust it to fit properly according to the manufacturer's instructions before you set off.
- Each bike has a lock. Never leave the bike unlocked when you are not using it. Lock the frame and if possible the wheels to a secure object.
- When you return the bike, hand the key back.
- Make sure the booking form is completed to show that the bike is returned.
- If you are unsure about cycling on the road, then consider cycle training. Ask your bike fleet manager where this is available.

Route choice

Before you start your journey, plan your route. Consider using quieter roads, cycle paths and/or parks (if cycling is permitted) and bear in mind the following:

- road type – some cyclists may feel safer using routes which are more lightly trafficked and vehicle speeds may be less
- your own aptitude as a cyclist
- availability of signed cycle routes.

You should consider your own personal security when choosing a route, and take precautions when cycling remote routes, or after dark.

I have read and understood these guidelines. I have cycled before and am confident and competent cycling on the road with other traffic.

I confirm I am in good physical health and my employer cannot be held liable for any medical condition that might be aggravated by physical exertion.

Signed _____ Date _____

Safe and happy cycling!

More information

Pool bikes for business

A detailed, practical guide to setting up a workplace bike fleet can be found at:
www.tfl.gov.uk/assets/downloads/Pool-bikes-for-business.pdf (2.7MB pdf)

NZ Green Bikes Trust

The NZ Green Bikes Trust gives organisations/businesses the option of hiring all the cycling equipment they need to establish a fleet rather than to purchase it.

Agreements can be for 24 months with an eight bike minimum. This gives organisations a great opportunity to trial having a fleet, without a huge investment. They can continue the hire or buy their own bikes and equipment after the trial.

The Trust can also arrange for individuals to hire a bike and the necessary equipment so they can trial the idea of commuting if they don't already own a bike and don't want to invest in one straight away.

The Trust fully manages the servicing of the bikes that are hired out (whether to individuals in an organisation or as a fleet).

www.nzgreenbikes.co.nz

Some examples of bike fleets in New Zealand businesses

Christchurch City Council greens its vehicle fleet

Christchurch City Council has used money normally spent on cars to purchase bicycles that can be used as part of the transport fleet. The bikes can be booked just like a car and are kept in the covered stands already provided for the staff's own bicycles. Council staff are paid a cash allowance if they use their own bike to go to meetings during working hours.

www.ccc.govt.nz/thecouncil/howthecouncilworks/energyefficiencyatthecouncil/projects/bicyclesaspartofthecouncilfleet.aspx

Ground Effect

Christchurch clothing retailer Ground Effect bought an inexpensive cruiser bike. Although most staff already bike to work, the company found it handy to have an extra bike to save time on short trips around town. They also provide a lock-up for staff bikes, gear lockers, a washing machine and a drying rack for staff use.

Waitakere City Council

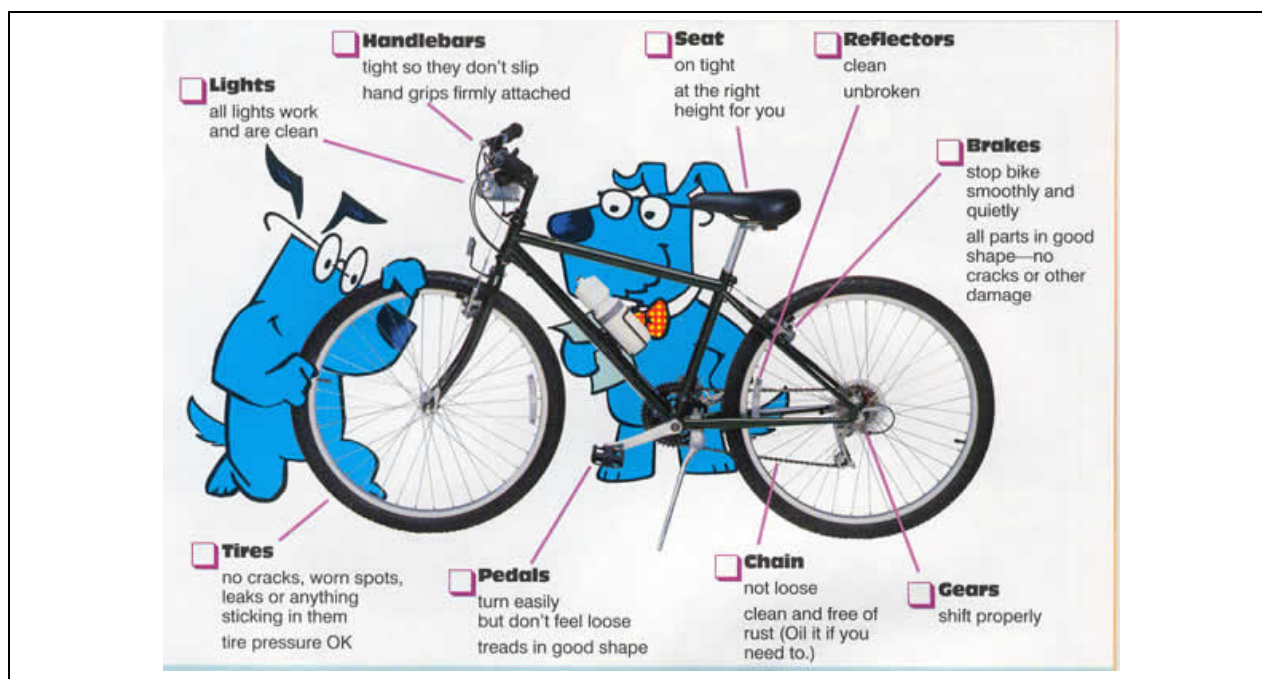
The vehicle booking system includes fleet bikes, which staff can book for business trips and for cycling at lunchtime. The intranet includes tips on cycle maintenance and discounts available at a local bike shop.

Wellington City Council

The council has a small staff bike fleet. The bike trips often replace what would have been a trip in a council car or a taxi. Using council bikes reduces petrol and taxi expenditure, reduces the council's greenhouse emissions and promotes active transport.



Resource 3: Bike inspection checklist



Item	In good working order	Check within 6 months	Needs attention
Frame			
Fork and frame are in good condition			
Handlebars and grips are secure			
Seat is in good condition and seat post is secure			
Wheels			
No spokes are missing, wheel is true			
Tyres have good tread			
Tyres have correct air pressure			
Valve stem is straight			
Brakes			
Cables are tight, unfrayed and unbroken			
Brake pads are in good condition and adjusted			

Pedals and cranks			
Pedals spin freely			
Crank turns freely			
Chain and gears			
Chain is clean and free of rust			
Gears shift smoothly			
Safety			
Reflectors, lights, and bell are fitted and working			
Bike is the proper size to fit rider			
Rider is wearing bright clothing and reflective gear			
Helmet fits properly			
Lock, mudguards, water bottle, pump and carrier are secure			

More information

Everything you wanted to know about riding to work

This brochure from Bicycle Victoria (768KB pdf) covers the 10 most frequently asked questions about riding to work, including what to wear, route planning, riding in traffic, and how to deal with rain and punctures. See www.bv.com.au/ride-to-work/ for this and other useful information.



Resource 4 Bike Buddy programme

Sharing the secrets of bicycle commuting

How does a Bike Buddy programme work?

A Bike Buddy programme matches a new cyclist with an experienced cyclist, or mentor, familiar with the commute between your home and workplace.

Maybe you are:

- an experienced recreational cyclist who wants to know the best route to the office
- new to riding in traffic and want to learn the ins and outs of bicycle commuting
- someone who has tried commuting but aren't sure how to ride in the rain, in the dark or in traffic

A bike buddy mentor can help you learn the 'secrets' of bicycle commuting.

Advantages of bike commuting

Bike commuting lets you:

- save money
- ignore traffic reports
- fit a workout into your busy day
- feel energised when you arrive at work
- get more control over your schedule
- avoid parking hassles and costs
- help improve air quality
- reduce your carbon footprint.

It's worth the effort!

Step 1: Getting started

Setting up a Bike Buddy programme is simple.

Find cyclists and match them up

There are probably experienced cyclists at your organisation who are willing to help. Explain the Bike Buddy programme and ask for their support. Appoint a coordinator or ask for a volunteer.

If there are no experienced cyclists at your organisation, contact your local bicycle advocacy group or cycling club. Cycling Advocates Network (www.can.org.nz) lists local groups. They can put you in touch with local cycling experts.

Get support

Ask your local council or bike shop for support. Some councils publish cycling maps and fund cycling skills training. Your bike shop may offer a discount on bikes and equipment as an incentive to new commuters.

Call a meeting or run a lunchtime workshop for people interested in bike buddies. Use email, your intranet, newsletter and notice boards to advertise the meeting. Explain the Bike Buddy programme and invite people to sign up to be individually matched with a mentor.

Match new cyclists with experienced cyclists to learn the best routes to work and share biking knowledge.

Agree on how many times the mentor and new cyclist will meet and ride together. One meeting to check the bike and plan a route; and a couple of rides together is often enough.

Keep bike buddies alive!

Have posters or flyers in the staff rooms and regular reminders in any staff newsletters or bulletins that are sent out. Include information about bike buddies in any 'induction' materials that are put together for new staff. Mention bike buddies at staff meetings. Have a morning tea, breakfast or lunch to allow potential cyclists meet the experienced cyclist mentors.

Sample invitation to join the Bike Buddy programme

This could be used as an email, poster, advertisement in staff newsletter, etc.

Bike Buddy programme

Sharing the secrets of bicycle commuting

What can a bike buddy offer?

If you're new to bike commuting, you'll get all the support you need to get started. Your mentor can help you check if your bike is commute-ready before taking it out on the road. In addition, a mentor could help you:

- choose a safe and comfortable route
- ride safely in traffic
- learn how to fix a flat tyre (or find out where to get it fixed!)
- choose comfortable clothing
- choose gear for commuting
- find a good place to park your bike
- take your bike on the train
- enjoy your ride.

Why be a mentor?

As an experienced cyclist, you already enjoy the benefits of regular exercise, along with the convenience, affordability and fun of cycling. Being a mentor gives you the chance to share these benefits with others.

Yes, I'm interested in cycling to work!

- Match me with a bike buddy mentor. I want to start commuting by bike.
- I want to be a bike buddy mentor. I'm an experienced cyclist who is available to assist new bike commuters.

Name _____

Home address _____

Work location _____

Phone _____

Email address _____

Return to: [coordinator]

Step 2: Before riding

Before riding together, mentors and their buddies should check:

Safe bike and gear

Use the bike inspection checklist below, or have a bike shop mechanic check the bike. Repair if necessary.

Safe route

Look at a map and plan a safe route. Some councils publish cycling maps, or your local cycling advocacy group may be able to help. Note any hazards or concerns and how you plan to deal with them.

Road sense

Can the rider confidently handle their bike in traffic? Do they know the road rules? See below or check the Road Code (www.nzta.govt.nz/resources/roadcode/). If necessary, find a quiet road to practice steering, changing gears, signalling, braking and stopping. Then try it on a busier road.

Road sense

Follow these guidelines for safety.

Be predictable

You must give a hand signal for at least three seconds before stopping or turning. Look behind to make sure there is room for you to turn, pull out or pass safely.

- To signal a left turn, put your left arm straight out.
- For a right turn, put your right arm straight out.
- To signal slowing or stopping, put your right arm out and up with you palm to the front.



Watch for traffic coming from behind

Watch out at intersections

When approaching intersections requiring vehicles to give way or stop, check that the way is clear before entering the intersection.

Move off the road if you stop

If you are stopping, move off the road so you don't interfere with traffic

Agree on responsibilities

Both new cyclists and mentors are responsible for their own safety.

Your bike mentor will be an experienced bicycle commuter who knows answers to many of the practical challenges of bike commuting – things like clothing, parking, washing facilities, dealing with traffic, and finding suitable routes.

You can count on a mentor's knowledge, patience, and general cycling ability. He or she will answer your questions and help you get ready for bike commuting. When you're ready to give it a go, your mentor will accompany you on at least one trip to work.

Here's what mentors expect of you.

- You are a competent and confident rider who is fit enough to ride the route, but who may not be experienced riding in urban traffic.

- You have a suitable bicycle in good repair.
- You provide all necessary clothing and equipment.
- You keep appointments with your mentor or cancel them well in advance.
- You commit enough time to try your commute several times – one try is usually not enough to work out all the issues.
- You listen to your mentor's suggestions.

Mentors will give their best advice, but each rider is responsible for their safety. Should a rider ever feel that they're heading for more risk than they want, it's up to them to say so. The Mentor will respect this decision and work to find solutions.

Step 3: Begin riding

The cyclists might want to test ride the route together at a quiet time of day before riding during rush hour. Review any hazards and work out how to handle them.

Mentors can come to your home or meet over coffee to review your equipment and map out a route. They can do a test ride with you to make sure you're comfortable with the selected route.



Bike inspection checklist

See Resource 3: Bike inspection checklist

More information

Everything you wanted to know about riding to work

This brochure from Bicycle Victoria (768KB pdf) covers the 10 most frequently asked questions about riding to work, including what to wear, route planning, riding in traffic, and how to deal with rain and punctures. See www.bv.com.au/ride-to-work/ for this and other useful information.

Bicycle Commuter Mentor Program

This program is offered by a group of cycling enthusiasts in North Carolina, USA who want to help others try out cycling to work.

<http://bikementor.org/>



Resource 5: Let's ride the bike bus!

What is a bike bus?

A bike bus is a group of cyclists, riding together for convenience, safety and fun. A bus rides at a social pace of about 15km/h on the flat.

The 'driver' leads the bus, indicating with hand signals and calls when the group should slow, stop or negotiate road hazards.

The 'conductor' rides at the back, making sure that lane changes occur safely and that riders keep pace with the bus.

Just like a bus there is a scheduled start time and designated bike bus stops along the route to pick up riders.

Why bike bus?

It's a fun way to get to work and it's quick. In a group even experienced riders feel safer. Riding with others is a great way to improve fitness and bike handling skills. The bike bus is more visible to motorists than individual cyclists so we're making life easier for them as well... and of course every cyclist in the bike bus is one less car on the road!

Safety and fitness

There are some simple safety rules to riding in the bike bus, and minimum level of fitness is required. You should be able to maintain a 15 km/h average speed on the flat.

What you'll need

Nothing special is required to catch the bike bus. It is recommended that riders have a bell or horn, and lights if travelling after dark. A rear vision mirror can be useful.

Setting up a bike bus

Step 1: Survey

Explain to your staff how the bike bus works, and ask who is interested. Use the sample survey below.

Step 2: Match riders to routes

Mark each rider's home location on a map. Decide on potential routes, considering the locations of riders and the number of volunteer bus drivers available.

Organise a meeting to match riders to routes. Sort people into bike buses according to their home locations and time of travel.

Decide on the likely route of the bike bus depending on the location of busy roads, potential hazards, and the preferences of riders.

“Bus stops’ can be someone’s house or a convenient intersection. Remind people that the times and stops can be adjusted later if need be.

Bike buses do not have to run every day. They may operate for just the morning trip to work, or they may do a return trip to and from work.

Step 3: Training bus drivers and riders

Ensure that bus drivers are aware of their responsibilities, such as knowing road rules (e.g. hand signals, what to do at intersections or in the event of a puncture or accident); what to do if a rider is late, hasn’t got the right gear, or has an unsafe bicycle.

Riders should be asked to demonstrate their basic riding skills, including using hand signals, the ability to look over the shoulder while riding in a straight line, and riding in a group. A safety check of bicycles could also be conducted.

Remember that the bike bus provides an opportunity to polish skills and increase confidence. If there is *any* concern about people’s ability to cope with riding on the bike bus, cycle skills training should be offered. Check with your BUG (Bicycle User Group), local council, bike shop, or bicycle advocacy group about training workshops. They can also advise on choosing quiet routes.

Step 4: Check the route for hazards

Have a couple of experienced cyclists check the preferred route. Ask your Council to fix any problems, or plan a way around them.

Step 5: Launch the bike bus

Choose a launch date and get cycling. You might want to seek sponsorship for brightly coloured vests to increase visibility in traffic – and to celebrate the fact that they are riding and making a contribution to improving our environment. It is helpful to provide a flyer or poster that has a map of the bike bus route and timetable – we’ve provided a couple in this handout to give you some ideas.

Remind the staff that the bike bus is operating!

Have posters or flyers in the staff rooms and regular reminders in any staff newsletters or bulletins that are sent out. Include information about the bike bus in any ‘induction’ materials that are put together for new staff. Mention the bike bus at staff meetings.

Step 6: Review

When your bike buses have been going for a month or so, arrange a meeting to check how it is going. Does the bus schedule of stops need adjusting?

Bike bus guidelines

Group bicycling can be very enjoyable. Follow these guidelines for safety:

Teamwork

Watch for problems and help each other to be safe and enjoy the ride.

Ride one or two across

Ride single file or double file as appropriate to the roadway and traffic conditions. Courtesy dictates that you ride in single file when cars are trying to pass you if the lane is wide enough for them to safely do so.

Spacing

Keep enough space in front of and behind you to ensure you can stop safely if you need to. Don't bunch!

Be predictable

Group riding requires more attention to predictability than riding alone. Other riders expect you to ride straight, at a constant speed, unless you indicate differently.

Communicate

Use hand and verbal signals to communicate with members of the bike bus and with other traffic.

Hand signals

You must give a hand signal for at least three seconds before stopping or turning. Look behind to make sure there is room for you to turn, pull out or pass safely.

- To signal a left turn, put your left arm straight out.
- For a right turn, put your right arm straight out.
- To signal slowing or stopping, put your right arm out and up with you palm to the front.



Verbal warnings

Along with hand signals, tell cyclists behind you of your changes in direction or speed. The lead rider should call out 'left turn', 'right turn', 'slowing', 'stopping', etc. Announce a turn well in advance of the intersection, so that members of the group have time to position themselves properly.

Announce hazards

When riding in a bike bus, most of the cyclists do not have a good view of the road surface ahead, so it is important to announce holes, gravel, grates, and other hazards. Indicate road hazards by pointing down to the left or right, and by shouting 'hole', 'bump', etc.

Overtake correctly

Generally, slow traffic stays left, so you should pass others on their right. Say 'on your right' to warn a cyclist ahead that you are passing.

Watch for traffic coming from behind

It often helps to know when a car is coming. Since those in front cannot see traffic approaching from the rear, it is the responsibility of the riders in back to inform the others by saying 'car back'. Around curves, on narrow roads, or when riding in pairs, it is helpful to warn of traffic approaching from the front with 'car up'.

Watch out at intersections

When approaching intersections requiring vehicles to give way or stop, the lead rider will say 'slowing' or "stopping" to alert those behind to the change in speed. Each cyclist is responsible for checking that the way is clear before entering the intersection.

Leave a gap for cars

When riding up hills or on narrow roads where you are impeding faster traffic, leave a gap for cars between every three or four bicycles. This way, motorists can take advantage of shorter passing intervals and eventually overtake the bike bus.

Move off the road when you stop

Whether you are stopping because of mechanical problems or to regroup, move off the road so you don't interfere with traffic. It is usually best for the lead rider to pull forward in the stopping area and for other riders to pull in behind the rider in front of them. When you start up again, each cyclist should check for traffic.

Wait at turns

If the group becomes separated, someone should wait at the turn until the next rider arrives, and so on until all riders have made the turn.

What bike bus drivers and conductors need to know

Bike bus drivers and conductors should have a good general knowledge of road rules (see www.nzta.govt.nz/resources/roadcode/) and be skilled at cycling.

Bus drivers and/or conductors should carry a cell phone and contact phone lists in case of emergency.

Drivers and conductors are responsible for ensuring riders stay together without bunching, cross roads safely, and stick to the designated route.

The bike bus should only deviate from the route if it is essential, e.g. if the road is blocked by an accident or road works and a safe alternative is available.

Riders can report hazardous drivers to Community Roadwatch at www.police.govt.nz/service/road/_roadwatch1.html. You need to have the car registration number!

More information

Bike Bus Project

The Bike Bus Project is funded by the Australian Government to encourage the development of bike buses. Their website is www.bikebus.org.au/

Bike bus survey

A bike bus is a group of cyclists, riding together for convenience, safety and fun. A bus rides at a social pace of about 15km/h on the flat.

The 'driver' leads the bus, indicating with hand signals and calls when the group should slow down, stop or negotiate road hazards.

The 'conductor' rides at the back, making sure that lane changes occur safely and that riders keep pace with the bus.

Just like a bus there is a scheduled start time and designated bike bus stops along the route to pick up riders.

Section 1: Identifying bike bus riders

- 1 If a bike bus is organised from your neighbourhood to our workplace, would you use it? *Tick the appropriate response*

	Yes → Go to Question 3
	No → Go to Question 2
	Maybe → Go to Question 3

Thanks, that's all we need to know. End of survey for those answering 'No' to Q1.

Please return to [name] by [date]

- 2 Yes I might be interested in using a bike bus!

Name _____

- 3 **Home address.** This helps us to sort out possible bus routes.

- 4 In a typical week, when would you use the bike bus? *Tick all days that apply.*

Monday	
Tuesday	
Wednesday	
Thursday	
Friday	

- 5 About what time do you like to...

Arrive at work	
Leave from work	
Can you be flexible with these times?	Yes/No (circle one)

Section 2: Identifying bike bus drivers and conductors

The success of this scheme depends on having volunteers to be drivers and conductors.

6 Would you volunteer to 'drive'/'conduct' a bus? *Tick the appropriate response*

	Yes → Continue survey
	No → Thanks – end of survey. Please return it to [name] by [date]
	Maybe → Continue survey

7 I would be willing to drive/conduct...

One morning or afternoon per fortnight	1
One morning or afternoon per week	2
Two mornings or afternoons per week	3
Three mornings or afternoons per week	4
Four mornings or afternoons per week	5
Five mornings or afternoons per week	6
Don't know	7

8 What are the likely days and times you could drive/conduct the bus?

Day and time		
Any morning or afternoon		0
Monday	morning	1
	afternoon	2
Tuesday	morning	3
	afternoon	4
Wednesday	morning	5
	afternoon	6
Thursday	morning	7
	afternoon	8
Friday	morning	9
	afternoon	10

Thank you for taking the time to complete this questionnaire.

Please return it to [name] by [date]



Resource 6: Route planning for safe and happy rides

This guide is to give you some tips for planning your cycling route. It's a starting point to help you to explore possibilities on your bike and to discover the hidden delights of cycle commuting.

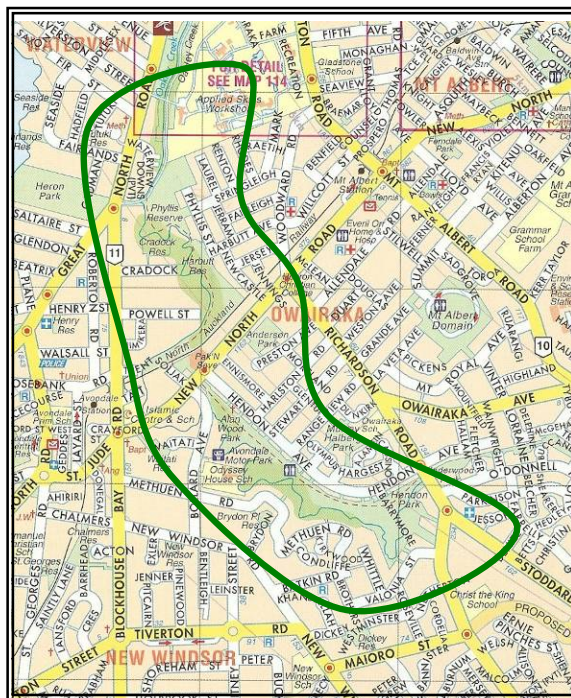
Begin with a map. A fold out sheet map might be a better bet than a map book as it gives you a broader view of the available alternatives. Your city or regional council might publish a bike map showing bike lanes and routes and the internet is a great source of information.

As a starting point, consider your current route to work. Many commuter websites don't advise this approach, but it has the great advantage that you know it, you know where the queues are, where the traffic is fast and where the tricky bits are.

Of course, it all looks different from the seat of a bike and if your regular commute includes motorway, you'll need to find an alternative because bikes are banned from motorways.

Think about the difficulties on your commute, look at the maps and consider:

- is there a bike lane or bike path through to bypass these areas?
- is there a parallel road that is quieter? it may have speed bumps to slow cars
- is there a safe place to cross a busy road?
- can a parallel route take you around a steep hill?
- there may be a park you can bike through (please be considerate to pedestrians), your map should show paths and tracks in city parks that might provide a quick and pleasant route
- think about things that might 'add value' to your ride, for example you may be able to stop at a favourite deli on the way home, even if there's no parking in the peak
- is there an overpass or underpass to cross over a motorway or railway line?



Map: KiwiMaps, Auckland 2007

Plan a route that includes a bike shop, it's handy when you need an inner tube or brake blocks or want your gears adjusted. Ask other cyclists or walkers how they get to work, they may have good advice or suggest routes you haven't thought about.

Remember that a bike is legally a road vehicle and it's illegal to ride on the footpath, but if you see it as the only safe option at the time, use it. Get off and walk if necessary.

The Road Code for cyclists says that you should use a bike lane or shared footpath if there is one, but you may choose to ride on the road. If there is no cycle path, you must ride on the road and keep as far left as you safely can. If there is a sign prohibiting you from riding on the road, you must ride on any cycle path or use an alternative road.

Bike Now – route planning guide

Test your route options: Get on your bike and try it out! Saturday or Sunday at 7:00AM is a delightful time to ride; there is little traffic, the day is fresh and you have time to explore. Riding it on the weekend makes it do-able on Monday!

- Explore alleyways, schools, cul-de-sacs and walkways, they may open up new opportunities.
- Google Earth may give some ideas.
- Stop at intersections and watch how the traffic signals operate; consider your path through the intersection, where will you start from and where do you need to end up?
 - is there a green arrow if you have to make a right turn?
 - if turning right or if there is a free left turn and you're going straight through or turning, where's the best place to change lanes?
- Be confident, **visible** and assertive when you ride:
 - be predictable and give unambiguous signals
 - make eye contact with drivers and be clear about what you're going to do
 - a reflective band on your wrist makes hand signals more visible, especially in the dark.

Hills: You'll be amazed how roads that are obviously flat in your car make you to change down a few gears on the bike. But they build strength and endurance and are fun in the other direction! Don't grind up hills, change to a lower gear early to keep your pedalling speed up.

Time: You may need to leave home earlier to ride to work than for driving or riding the bus, but think of it as re-shuffling your morning. Showering at home takes the same amount of time as showering at work; at home it just takes place a little earlier. Leaving earlier may mean less traffic and clearer roads.

Your skills and confidence will grow. You will quickly become stronger, fitter and more confident on your bike. A route that is initially daunting will become familiar and easier. In time you may be looking for more challenge through a longer route, more hills etc, all of which will add to the fun and satisfaction!

Resources

Auckland region cycle maps can be downloaded as pdfs or ordered from the Maxx website see: www.maxx.co.nz/cycling-walking/cycling.html. The Maxx website also includes an online cycle planner to help you plan your route.

Bikes are free on the ferries, which make cross-harbour commuting possible and pleasant, see www.maxx.co.nz/how-to-travel/cruise-the-ferry/on-the-ferry.html.

Some helpful websites, many cover more than just route planning, so have a wander around. Remember that many sites will give instructions for driving on the right-hand side of the road, so be careful to read right for left and left for right in these!

www.bikewalktwincities.org/bike/

www.runmuki.com/commute/index.html

For a great application which shows the distance, topography etc for your ride, see www.mapmyride.com. Enter your physical details and it will evaluate your workout! You can post comments to help others.

A very comprehensive on-line manual for riding the streets can be found at www.bikexpert.com/streetsmarts/usa/index.htm. It has many illustrations, but a WARNING – all show driving on the RIGHT of the road.



Resource 7: How to fix a flat tyre and other adventures in cycling

Most of your cycling will be trouble free, but from time to time issues arise. This document is intended to guide you through sorting out some problems that might occur on the road without the need to go to a bike shop for help. It covers changing an inner tube, fixing a flat, adjusting your seat height and fine tuning your gears and brakes.

Flat tyres 1 - change a tube

Flat tyres don't happen as often as you might think, but when they do, it doesn't take long to fix them. The process is simple and logical and you'll only need this guide the first time.

Explosive punctures are rare, it's more likely that you'll notice that the bike might be getting harder to pedal or wobble a bit because the tyre is getting soft. If your tyre is flat, STOP and move off the road before doing anything to the bike. Your control of the bike and braking power is much less with a soft tyre and riding with a flat could damage the wheel rim.

You need to carry some basic equipment with you:

- one or two spare inner tubes
- three tyre levers
- a pump or CO2 inflator
- a spanner if you don't have quick release hubs
- a puncture repair kit is optional



By replacing a tube you'll be back on the bike much quicker than if you tried to repair it on the footpath.

Once off the road have a good look around the outside of the tyre tread to see if there's anything stuck in the tyre that may have caused the puncture. If you can't see anything and it's a slow leak, then pump the tyre up and continue riding carefully. That may be enough to get you home, even if you need to stop again and pump it again. Otherwise, here's how to change the tube:

Step one: take the wheel off

- If the flat is on the back, it's easier to get the wheel on and off if you shift to the smallest gear on the rear cluster.

brake engaged



brake noodle released



barrel adjuster and lock nut



- If you have rim brakes and your tyre is wider than the wheel rim, you need to release the brakes. With V-brakes, squeeze the two brake arms together and slip the 'noodle' out of the keyhole slot in its cage (see photos). If the brake cable is too tight, you may need to wind out the lock nut and wind in the barrel adjuster on the brake lever to loosen it. A road bike might have side pull brakes with a quick release lever, but if the tyres are skinny enough, the wheel may slip between the brake blocks.

This procedure isn't necessary with disk brakes, but if you have hydraulic disks, be careful not to squeeze the brake lever with the wheel off.

quick release closed



quick release open



quick release nut



- Open the quick-release lever on the hub; unwind the nut on the other end so that the wheel can come free from the fork or frame and remove the wheel. If your wheels are held on with nuts, you will need to undo them (anti-clockwise) with a spanner.

Step two: take the tyre off

- Some tyres are easy to take off the rim and others can be very tight. Release any remaining pressure in the tube. With a presta valve, unscrew the little nut and push down the stem; on a schrader valve press on the stem in the centre.

- The tyre is held in the rim by the 'bead', a ridge around the inner edge. This picture is of a tubeless tyre, but shows how the beads fit into recesses in the rim (yellow) to hold the tyre in place. Starting opposite the valve and next to a spoke, hook a tyre lever under the bead repeat with the other tyre levers (see pictures below).
- Swing each tyre lever down and hook it on the spoke, you should then be able to run a lever around the wheel to release it completely.
- You don't need to take the tyre off completely as you can often get the tube out through one side. You should be able to take the tube out of the tyre now, a small nut may hold the valve stem down, but you can unscrew it with your fingers.



Step three: find the cause of the flat

- You need to check the tyre and remove any obvious nails or glass that caused the flat, so that the new tube you're putting in isn't going to puncture straight away. If you find something in the tyre, take it out and dispose of it safely.
- Carefully run your fingers or a glove around the inside of the tyre to check if there is anything sticking through the tread. If there is, remove it from the outside, not the inside of the tyre. This is a good time to check the tyre's general condition, if it's worn replace it soon.
- Check the inside of the wheel rim, the rim tape may have shifted and exposed a sharp edge.

Step four: put the tyre back on

- With the new or repaired tube, put the valve stem through its hole in the rim, but don't seat it fully yet. Slip the tube back inside the tyre casing, a couple of strokes of the pump will take out the floppiness. Make sure the tube sits well and isn't twisted or trapped.
- Put the tyre back on starting next to the valve. If necessary push the valve stem up a little to help the bead seat properly. Work around the tyre, slipping it into place with your thumbs. You may need to use a tyre lever to get the last bit of bead over the rim, at all times be careful not to pinch the tube.
- Pull the valve stem down as far as it will go and pump the tyre up a little further, but not so much that you can't complete the next step. Go around the wheel and push the bead away from the rim on both sides of the wheel to check the tube isn't trapped, then let the bead settle back into the ridge inside of the rim.

Valve types



From left to right: Long stem presta valve, closed (screwed down), medium presta valve, valve open (unscrewed), schrader valve (car type), the valve core can be seen in the centre. It needs to be pressed down to release air from the tube

- Hold the axle in both hands and give the wheel a gentle spin and eyeball the tyre's roundness to make sure the bead is seated correctly. If it isn't, manipulate the tyre to get it right.
- Pump up the tyre. There are two types of valves used on bikes: schrader and presta. Schrader valves are fatter and have a flat top with a rod in the middle of the air hole. They are the same size as car valves and are common on mountain bikes. Presta valves are skinnier and have a nut on top that screws down onto the valve, or off for inflating. They are more common on road bikes and higher priced MTBs. Your pump may have two different sized holes for the two types of valves, or may need to have its innards reversed to fit the valve. Be careful not to force the pump on too far with a presta valve, or you may bend the core.
- It can take a lot of pumping with a mini-pump to get the tyre hard enough and you may only get enough pressure to ride on safely. Squeeze the sidewalls of the tyre to get an idea of how hard the tyre is, if your thumb goes in more than a couple of millimetres, keep pumping. You may need to pump it up a bit more with a floor pump when you get home. If you have a gauge in your pump, the recommended pressure for the tyre is usually moulded into the sidewall.
- Always check your tyre pressure as the right tyre pressure makes the bike easier to pedal. Too soft a tyre can cause a 'snake bite' or 'pinch flat'. Snake bites are caused by hitting a kerb or other hard object so it pinches the tube causing two puncture holes about 20–25 mm apart.
- **WARNING!** If you have car type schrader valves, **DO NOT** use an air pump at a gas station to inflate your bike tyre. They produce too much air and you could end up with an extravagantly exploded inner tube!

Step five: put the wheel back on

- Offer up the wheel with the chain on the smallest cog and fit the wheel back in the dropouts. You may need to push the upper derailleur jockey wheel backwards to get the wheel to slot into place. Make sure the wheel is sitting properly in the dropouts.
- With the quick-release lever at 90° to the wheel, wind in the nut on the other end of the axle until you start to feel resistance then close the lever, it should be stiff but not impossibly tight. Ensure that the lever is in a position where it won't get snagged or catch on anything, causing it to open unexpectedly.

- **IMPORTANT!** Re-connect the brakes. Re-adjust the cable at the brake lever to take up any slack you may have put in.

Flat tyres 2 - fix a puncture

- Find the puncture hole(s). At home, inflate the tube until it is fat and hold it under water in a bucket or sink so air bubbles out of the hole. On the street, inflate the tube and hold it close to your ear and cheek, run the tube past your ear until you hear/feel the air escaping, look closely and you should see the hole. In each case take note of where the hole is, you might put your thumb just by the hole, or some repair kits include chalk to mark the spot.
- The puncture repair kit will usually have pretty clear instructions on how to patch the tube. Scuff up an area larger than the patch around the hole and apply the rubber cement, again to an area larger than the patch. Wait until the cement is touch dry, peel the backing (often silver foil) off the patch and place it on the cement, holding it down firmly for a minute. If the puncture is near a seam moulded into the tube, it can be tricky to get a good seal, so a little time spent with the sandpaper can pay off.
- Because it has two layers of rubber, the repair will be stronger than the surrounding tube, so you don't need to worry about using it again. Squeeze all the air out of the tube, roll it up, put a rubber band around it and put it in your backpack or saddlebag for next time.



Adjust your seat height

Seats can slip down in the frame over time or you may have taken the seat off to transport the bike, so you may find that you need to adjust your seat height while out riding. Many mountain bikes will have a quick release clamp for the seat post similar to the one on the wheel, other bikes may need an allen key or spanner.

Hold the seat with one hand and loosen the clamp with the other. Don't release the clamp totally if you only need to shift the seat up or down by a couple of millimetres, or you may lose your position entirely. Change the height of the saddle, check that it is aligned with the top tube (not twisted) and re-tighten. Simple!

The seat post will have a maximum extension point marked on it. If you need to have the saddle so that this mark is showing above the frame, you need a longer seat post. When you have found the most comfortable height, lightly mark the seat post so that you can find that place again.

Adjusting brakes

This section deals with cable adjustment and centring for V-brakes. V-brakes are common on mountain bikes and popular on hybrids, as they are simple and powerful. For other brake types and other adjustments or brake pad replacement, see the resources section for help.

As the brake blocks wear and the brake cable stretches the brake lever needs to be pulled closer to the handlebar to get the brakes working. Too much brake lever travel is dangerous as if the lever can touch the handlebar you can't apply enough force to stop the bike. If this is the case, take the bike to a bike shop urgently, or consult the guides below to find out how to replace your brake blocks and/or shorten the brake cable.

The best place to make fine adjustments is the barrel adjuster where the cable comes into the brake lever (see 'take the wheel off'). Unwind the locknut a couple of turns, then turn the adjuster anticlockwise to tighten the cable or clockwise to loosen it. Give the brake lever a couple of firm squeezes to check the brake travel and when you're happy with it, retighten the lock nut.

Adjusting the brakes may mean that a brake pad now rubs on the rim, but you want the wheel to turn freely. The arrow on the photo points to the centring screw, there is one of these on each brake arm. The screw will either take an allen key or small phillips (cross) head screwdriver.

Tighten the screw on the side that is rubbing and slacken the screw on the other side until there is an equal gap between each brake block and the rim. Squeeze the brake lever and check again. If the brake arms aren't returning equally the brake pivots may need lubrication. Again, see the resources section.



Adjust your gears

New gear cables can stretch over time making shifting gears awkward, but fine-tuning them is not difficult. Derailleurs guide the chain from cog to cog; they look complex but are basically simple. Pulling the gear cable lifts the chain shifting to a bigger cog and releasing it allows a spring to push it across to a smaller one. The rear derailleur is more likely to be affected by cable stretch than the front as you use it more often and there is less movement between each gear.



Make adjustments to the rear by turning an adjusting knob on the derailleur itself (left photo, adjuster has the cable running through it) or on the gear shifter (right photo between the handlebar and the brake cylinder). The front adjuster is also likely to be on the front shifter. These adjusters are spring loaded with detents at a quarter of a turn, two clicks at a time is enough to make a difference. Fine tuning is achieved according to the following principles:

- Shifting to larger sprockets is accomplished by pulling on the cable; if such shifts are slow, the cable is not tight enough, turn the barrel anticlockwise a couple of clicks at a time to tighten it.

- Shifting to smaller sprockets is accomplished by releasing the cable; if such shifts are too slow, the cable is not loose enough; turn the barrel clockwise a couple of clicks at a time to loosen it.

Generally, the gears are well adjusted if the derailleur cage is centred on the cog and the chain is straight. Eyeball it from the back of the bike to check.

The front derailleur can be adjusted at the gear shifter where the cable attaches; the same principles described for the rear derailleur apply. The advantage of adjusters on the shifter (for the back derailleur as well on some systems) is that you can change them a couple of clicks at a time while riding and get immediate feedback on your changes, whether the change is better or worse.

Resources

Some resources to help you keep your bike in top shape and running well are available from your local library or bookshop, look for books like:

- Leonard Zinn's *Zinn and the art of road bike maintenance* and *Zinn and the art of mountain bike maintenance*
- Richard Ballantine's *Richard's new bicycle book*
- Todd Downs' *Bicycle maintenance & repair*
- C Calvin Jones' *Big blue book of bicycle repair*

There are a number of excellent bike maintenance websites:

www.sheldonbrown.com/articles.html – a delightfully quirky and comprehensive site covering cycling issues from the basic (flats) to the esoteric (wheel building) very highly recommended

www.utahmountainbiking.com/fix/index.htm – another comprehensive US site

www.krankdirtwear.com/fix-your-bike/ – closer to home, a New Zealand-based website! Several useful articles here, including a good one on bike fit.

www.videojug.com/tag/cycling – this has short videos on how to repair and maintain your bike, plan cycling routes, and bike riding with children.

