London Cycling Benchmarking Project

Final Report

July 2008

EXECUTIVE SUMMARY

This report, compiled by CTC Charitable Trust and commissioned by Transport for London (TfL), aims to provide background information on the findings and achievements of the London Cycling Benchmarking Project (November 2006 – April 2008). The findings and achievements inform the recommendations made about ways in which TfL and the boroughs can build on the success of the project to continue to support the London Cycling Action Plan.

The specific objectives of the project and of this report are noted below.

Objectives

London Cycling Benchmarking Project

The overarching aim of the London Cycling Benchmarking Project is to increase levels of cycling by supporting the London Cycling Action Plan. The specific objectives agreed at the outset of the project were to:

- develop and manage a network of London boroughs
- identify best practice in cycling policy from a process of peer review
- develop and monitor the implementation of action plans
- disseminate and publicise the results

The benchmarking initiative will directly contribute to realising the London Cycling Action Plan, specifically Objective 10: Improve Coordination and Partnership.

Final Project Report

The main objectives of the final project report are to:

- Set out findings of the project, including case studies
- Identify and elaborate on key themes including issues outstanding arising from project
- Present and discuss the CTC benchmarking approach as a 'vehicle for learning' to ultimately improve the planning and delivery for cycling in London
- Make recommendations, based on project findings, on the development of planning and delivering for cycling in London, including possible ways of tackling key themes

RECOMMENDATIONS

Overview

The key recommendations, including options for continuing, developing and following up the benchmarking process in London along with new opportunities are noted below.

FOLLOW UP ON BENCHMARKING PROJECT

R 1.1 Plan and run an initial development workshop for the eleven participating boroughs one year after the end of the project (i.e. Spring 2009)

R 1.2 Run further development workshops at 12 to 18 month intervals, possibly involving boroughs which did not participate in the project

TAKING FORWARD ISSUES OUTSTANDING

R 2.1 Pilot structured workshops on one or two issues outstanding from the project

R 2.2 Pilot focused study visits on one or two issues outstanding

R 2.3 In consultation with boroughs, prioritise the issues outstanding from the project and explore the options to progress these

R 2.4 Develop a programme of structured workshops / study visits to follow up the priorities identified in R 2.3

R 2.5 Pilot a facilitated working group of boroughs to take forward an issue which requires more than a single workshop / study visit

FURTHER BENCHMARKING

R 3.1 Promote the possibility of a further round of benchmarking in London with a mostly different set of boroughs, drawn from those 22 boroughs that did not participate.

R 3.2 Explore the possibility of developing some form of benchmarking with outer London boroughs as suggested by LB Sutton.

R 3.3 Further refine the benchmarking process and customise it to the current London context

REFERENCE GROUP

R 4.1 Use the expertise of the London benchmarking group as a reference group and for piloting other initiatives.

NETWORKING, RELATIONSHIP BUILDING and LEARNING

R 5.1 Arrange a workshop with borough cycling officers to explore ways in which TfL and the boroughs could work more closely together

R 5.2 Consider further ways in which TfL could support borough cycling officers' ongoing networking and exchange of learning, including providing tools to support a web based community

R 5.3 Review ways to address the "Actions for TfL" identified by the boroughs at the Consolidation Workshop

R 5.4 Encourage participants to use the London Boroughs Cycling Officer Group (BCOG) as a forum for promoting their achievements identified during the benchmarking project

R 5.5 Consider commissioning a deeper analysis of the best practice case studies arising from the project, in order to have a more detailed picture of the strengths and weaknesses of different boroughs to enable decisions about appropriate individualised support

PUBLICITY and LEARNING

R 6.1 Set up links from the TfL website to the best practice case study section of CTC's website

R 6.2 Get the project featured in publications

R 6.3 Encourage the boroughs to provide information to TfL to feature in Smart Moves

AUDITING

R 7.1 Consider some form of cycle policy audit process, drawing on the experience of techniques such as BYPAD

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1. INTRODUCTION

1.1 Objectives

1.1.1 London Cycling Benchmarking Project

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- develop and manage a network of London boroughs

- identify best practice in cycling policy from a process of peer review

- develop and monitor the implementation of action plans

- disseminate and publicise the results

The benchmarking initiative will directly contribute to realising the London Cycling Action Plan, specifically Objective 10: Improve Coordination and Partnership.

1.1.2 Project Report

The main objectives of the final project report are to:

- Set out findings of the project, including case studies

- Identify and elaborate on key themes arising from project

- Present and discuss the CTC benchmarking approach as a 'vehicle for learning' to ultimately improve the planning and delivery for cycling in London

- Make recommendations, based on project findings, on the development of planning and delivering for cycling in London, including possible ways of tackling key themes

1.2 Background to the London Cycling Benchmarking Project

Transport for London (TfL) funded the London Cycling Benchmarking Project and CTC facilitated it. Since 2000, CTC has facilitated three national benchmarking projects and seven regional benchmarking projects (*Appendix 1: CTC Benchmarking Projects*).

The benchmarking programme is UK based, recognising that the UK has many examples of best practice to offer and that UK examples are likely to be more easily transferable than those from other countries and cultures. The co-operative benchmarking model used is a process of peer review by fellow borough and local authority professionals; it is not an audit.

The focus is on sharing best practice across the whole spectrum of cycling policy. It involves assessing policy and practice to determine what actually works in increasing levels of cycling. Each participating borough hosts a study visit providing the opportunity for visiting boroughs to learn about the host borough's various efforts to promote cycling. The visitors feed back on physical measures observed during the site visit and on complementary measures, details of which are provided by presentations and meetings. Following the visit, the host borough is provided with a study visit report and they are given the opportunity to comment on the report and suggest any modifications before it is circulated to the benchmarking group. The reports are confidential to the group and the host

borough decides who (other than the benchmarking group) sees the report. The borough uses the report to share findings with colleagues and elected members. It helps provide a focus for discussion and to determine priorities for cycling.

Feedback from previous CTC Benchmarking Projects clearly demonstrates that benchmarking has inspired local authorities to take numerous and varied actions to promote cycling. Local authorities have delivered and are delivering a variety of significant initiatives arising from benchmarking spanning the whole spectrum of cycling policy. Examples cited by individual local authorities that had previously participated in the benchmarking process include:

- Developing a Cycle Strategy and a Cycle Action Plan

- Increase in the capital funding for cycling from £25k to £450k

- Establishing a highly successful urban mountain bike centre

- Target to increase Advance Stop Lines - 75% of junctions now have ASLs

- Improved media contact and increased press coverage for cycling

- User groups invited to suggest locations for cycle parking

- Health related schemes introduced including regular gentle rides for those wishing to improve their level of fitness

- Big gains in cycle infrastructure through input into section 278 and 106 schemes

- Council is now clearer and more assertive in expecting major developments to include travel plans

- 11% increase in cycling rates since the benchmarking project

- Improved monitoring and now have 35 sites surveyed once a month for the whole LTP 2 period. Aiming to develop a system for a before and after count on all cycle schemes

The power of the benchmarking approach is that it provides participants with:

- hard evidence of what can be achieved in a UK context

- specific examples of best practice

- a support network enabling them to draw on the wide ranging skills and experience of their peers.

1.3 London Borough Partners

CTC had been in discussion with various boroughs about the possibility of setting up a London Cycling Benchmarking Project since 2004. CTC had made a presentation to the Borough Cycling Officers' Group (BCOG) about it in January 2005. As soon as TfL had agreed to support the project, further encouragement by Transport for London staff for boroughs to sign up generated sufficient interest to assemble enough boroughs to take the project forward. (*Appendix 2: Programme of London Visits and Workshops* has a list of borough visits and workshops).

The following boroughs participated:

1. Barking and Dagenham

2. Brent

3. Ealing

4. Hackney

5. Haringey

6. Islington

7. Lambeth

8. Lewisham

9. Southwark

10. Sutton

11. Tower Hamlets

During the course of the benchmarking project, staff moves and illness resulted in a few changes to the dates of the borough visit programme but, with encouragement from TfL and CTC, all eleven boroughs originally signed up to the project were able to complete the process and host their visits. Commitment to the project was high, officers' interest was sustained which is reflected in their continuing attendance at the visits and feedback sessions.

At the Start Up Workshop in November 2006, officers from eleven boroughs met each other and were introduced to the benchmarking techniques. The group then took part in a programme of visits to each participating borough at which the visitors benchmarked the host borough. The visits provided the opportunity for participants to find out about the processes behind the initiatives shown to them by the host and to probe the reasons for different approaches. The visit programme ran from February 2007 to March 2008. At a Consolidation Workshop in April 2008, boroughs reviewed the learning gained from the project and discussed what to take forward.

1.4 Themes and Priorities

At the Start Up Workshop in November 2006, participants listed the topics they wanted to find out about and the achievements they could share with the group. The topics and achievements covered all aspects of cycling policy, both infrastructure and complementary programmes. Participants prioritised those issues that they wanted to consider during the study visits, through a scoring system. The 10 highest scorers are listed below; the 'Top 20' are detailed in *Appendix 3*: *Top 20 Issues identified at the Start Up Workshop (November 2006)*

- Getting adequate staff resources

- Generating political support

- Achieving support from Road Safety

- Testing / practical implementation of new ideas

- Co-operation from rail operators

- Effective monitoring

- Opposition or support from other officers

- Addressing cycle theft

- Low cost, quick ways to provide space for cyclists on principal roads
- How to integrate high cycling priority into every scheme in every relevant department

Benchmarking is an ongoing process, with the programme of visits as the start of this process. Following the project, participants have the ongoing help and advice of the benchmarking group to take forward the relevant opportunities and actions for their borough. Furthermore, TfL's high level of involvement in the process means that there may be opportunities to take forward issues arising from the London Cycling Benchmarking Project with the support and coordination of TfL.

2. CTC BENCHMARKING AS A VEHICLE FOR LEARNING

2.1 Introduction

Benchmarking involves studying organisations recognised as leaders in their field, in order to establish best practice. In general, benchmarking is a tool for:

- Auditing
- Continuous improvement through learning and constructive networking and knowledge sharing

When used for auditing, benchmarking offers measurement and accountability, assessing the performance of an organisation compared to others and identifying its strengths and opportunities for improvement. Auditing is the most common application of benchmarking as it can be achieved with limited resources. This approach depends on data of good quality and on data availability to enable meaningful comparisons.

However, arguably, the greatest benefits of benchmarking are from the continuous improvement through learning and constructive networking and knowledge sharing. It offers a two-way process to learn how others achieve their results. Participants can probe into the processes behind examples of good practice to:

- understand the key factors contributing to success
- engage in "licensed theft" of ideas to take away and apply in their own situations.

Continuous improvement can be encouraged through the creation of reference groups.

Applying benchmarking techniques to cycling policy is a very recent development, and has been largely confined to auditing against a range of criteria. The CTC benchmarking programme, starting in 2000, has broken new ground by using benchmarking as a tool for peer involvement between boroughs and local authorities. Section 2.2 CTC Cooperative Benchmarking outlines the process used.

All aspects of cycling policy are included within the project, looking beyond the provision of infrastructure to the integration of cycling in wider policies and projects. A framework has been adapted from the European Foundation for Quality Management excellence model, which has been widely used for benchmarking organisations in both the public and private sector in recent years. The framework used is based on the following 12 key headline criteria:

- Leadership
- Policy & Strategy
- Resources
- Stakeholder Engagement
- Infrastructure for Cyclists
- Development Planning Opportunities
- Highway Improvements & Maintenance Opportunities
- Marketing & Promotion

- Road User Training & Education

- Integration with Public Transport

- Wider Engagement & Travel Demand Management

- Monitoring & Evaluation

The framework explicitly recognises the diversity of criteria that can influence the successful delivery of cycling policy at a local level. The framework is illustrated and the key criteria defined in *Appendix 4*: *Key Headline Criteria Framework.*

2.2 CTC Cooperative Benchmarking

The CTC Benchmarking Programme is based around a Cooperative Benchmarking model as many of the greatest benefits of benchmarking are as a tool for constructive networking, offering a two-way process to learn how others achieve their results. Participants are able to probe into the processes behind examples of good practice to understand the key factors that contribute to their success - to engage in "licensed theft" of ideas to take away and apply in their own situations.

The availability of data is a bottleneck for transport benchmarking generally. This is particularly so for cycling, where many local authorities have only recently started to collect even basic data. Even where measurement is available, small quantities and differences in collection methods impose limitations on the meaningful comparisons of data between different boroughs. Whilst measurable indicators can be compared where available, central to this project is the use of peer review to provide a professional assessment of qualitative issues that do not lend themselves to direct measurement. This has been achieved through the use of Performance Improvement Grids (PIGs) in a workbook feeding into a benchmarking session at the end of each visit.

Over the eight years that the CTC Benchmarking Programme has run, the co-operative benchmarking process has been strongly endorsed by the participants, who value its flexibility and transparency. Generally, participants have felt that using quantitative indicators would have reduced the breadth of the assessment and focused unduly on the measurable.

2.2.1 London Context

Before the London Cycling Benchmarking Project, the CTC benchmarking process had been successfully applied in seven other English regions, however, CTC and TfL recognised that the situation in London differs significantly from other regions. At the outset of the project, therefore, the CTC core team met TfL to discuss how the CTC approach should be adapted to best serve the needs of London Boroughs and TfL.

2.2.2 Start Up Workshop

As the first stage of the project all the partner boroughs participated in a one-day workshop to initiate the networking process and introduce the benchmarking technique. At the Start Up Workshop, facilitated by CTC, the structure of the benchmarking process was discussed and the programme of visits was agreed.

2.2.3 Structured Visits to the Participating Boroughs

The core of the CTC benchmarking process is a series of structured visits to each participating borough by project participants, to investigate:

- how the borough was implementing their cycling policy

- the results the borough was achieving.

Participants had the opportunity to probe into the processes behind examples of good practice to understand the key factors that contribute to their success, and to identify best practice through a process of peer review.

Due to the importance of the visit element of the project, the CTC facilitator met the host borough one or two months before the borough's visit. The meeting with the CTC facilitator provided the opportunity to discuss the borough's initial ideas and to offer suggestions both on the content of the visit and the practicalities of organising it.

Preparing well for the visits was essential for their success. Officers in the host borough were advised to make sure that councillors, transport managers and other senior officers were aware that the borough was participating in the project and to invite them to attend the visit.

Attempting to cover all areas of cycle policy adequately over a single day was impractical and officers planning visits needed to focus on:

- those initiatives that might be seen as innovative or best practice

- areas where the host authority could benefit from the advice of the group.

The visits themselves were run over 1 or 1½ days, the duration was decided in discussion with each host. The core programme of each visit was determined and run by each host borough. The final session of the visit was a feedback and benchmarking session led by the CTC facilitator. In the feedback session the visit was reviewed and particular strengths and areas for improvement identified and discussed. A TfL representative was also available during most of these sessions, as an observer and following up certain issues where necessary.

Participants were encouraged to stay for an evening meal which was an integral part of the development of the more informal networking central to the project. A further essential element of the visit was a digital photographic record of the sites that were visited and materials that were exhibited during the visit.

In a typical study visit, the group had information and presentations about the host borough's delivery of cycling policy. Topics covered on visits were wide ranging and some examples were: "Publicity and Promotion", "Cycle Training and School Travel Plans", "The Local User Perspective" and "Section 106 – Funding for Cycling". A site visit by bicycle enabled the group to look at facilities on the ground. On and off road routes were covered, along with provision such as cycle parking and access to stations. In some instances the host sought the group's advice on a particular issue.

Throughout a benchmarking study visit, group members were expected to note down what they observed, both in terms of good practice and what could be improved. Much of the value of this element comes from making comparisons and questioning the way things are done. The workbook provided for note taking includes a framework for recording good ideas to take away and for offering suggestions that might help the host improve delivery of cycling policy.

The feedback and benchmarking session at the end of a visit is designed to:

- bring together and discuss all that has been observed during the visit

- identify issues on which there is a degree of consensus in the group / identify best practice

Feedback was structured around a Performance Improvement Grid, which is described in *Appendix 5: Performance Improvement Grid (PIG) and the Benchmarking Process.*

After each visit the CTC facilitator summarised the results of the feedback session, obtaining any further comments from the group. These summaries were then circulated along with the photos from the visit. The facilitator also produced a report for and approved by the host, drawing together and discussing the results and observations made by the group. The visit report includes a summary of the various topics covered during the visit, and brief descriptions of the best practice initiatives to be circulated more widely.

Boroughs use their report in various ways; in particular, the report helps the borough to create or update their strategy and action plans for cycling. It is a useful reference document, reflecting the state of cycling in a borough at the time of the visit. Feedback from participants in other regional benchmarking projects on the benefits of the report indicates that the report helps the local authority to:

- provide senior officers and councillors with information about how the approach taken to cycling in the borough is seen by fellow cycling officers

- back up the Cycling Officer's proposals for action (i.e. the report is based on the feedback provided by fellow professionals)

- inform new staff (especially important if the cycling officer leaves their job)

- inform staff in other departments and also external partners

- share the feedback given by other Cycling Officers with local users

- measure subsequent progress made in cycling

2.2.4 Consolidation Workshop

On completion of the programme of visits, participants attended a Consolidation Workshop, facilitated by CTC, to draw together the findings and develop or update an action plan for their borough using what they had learnt during the project and at the Consolidation Workshop. During the workshop, and following it, participants agreed the results of the project for wider dissemination.

At the Consolidation Workshop, participants completed a written questionnaire (see *Appendix 6*), findings of which are summarised in *Appendix 7*. The aim of the questionnaire was to seek feedback from participating boroughs on the London Cycling Benchmarking Project.

Ten out of eleven boroughs attended the Consolidation Workshop; three boroughs sent two participants. One borough was unable to attend the workshop due to unforeseen circumstances. However, the participating officer has completed a written questionnaire and noted the actions he intends to carry forward from benchmarking.

2.2.5 Consolidation and Dissemination of Results

CTC is aware of the importance of disseminating information about best practice examples to a wide audience. In particular, these examples have formed a key element of the output from the regional and national projects, and are proving to be of value to a broad range of cycle planning practitioners and campaigners, reaching far beyond those local authorities and boroughs which participated in the projects. CTC has made use of a range of forums, central to which has been use of the CTC website to present the Case Studies - see http://www.ctc.org.uk/DesktopDefault.aspx?TabID=4384

CTC is keen to disseminate the results of regional benchmarking in London to a similarly wide audience.

During the project, the text of these best practice examples, together with the relevant photos and other illustrations, has been agreed with the respective borough officer as part of each report, following which they have been uploaded onto the CTC website.

CTC has presented the benchmarking techniques and findings at international and national conferences, including VeloCity, Paris 2003, Dublin 2005 and Munich 2007, Transport Practioners' Meeting, Manchester 2007 and the RoSPA Road Safety Congress, Glasgow 2008.

Results and findings from the London Cycling Benchmarking Project were jointly presented by CTC, LB Hackney and TfL to over 150 delegates attending the annual TfL Cycling and Walking Conference at City Hall on 9 April 2008. The focus of the conference was: Sharing Solutions, Learning from Others.

2.2.6 Ongoing Support

Benchmarking is an ongoing process, with the programme of visits as the start of this process. Following the project, participants have the ongoing assistance of the benchmarking group to take forward the relevant opportunities and actions for their borough. Further, due to the high level of involvement of TfL in the process, there may be opportunities to take forward issues arising from the process with the support and coordination of TfL.

2.2.7 Limitations of Co-operative Benchmarking

The main limitations of the cooperative benchmarking model used in this project are:

a) Focus on those initiatives selected by the host, with the emphasis on innovative or best practice areas. Hence, little discussion may be given over to other issues or problem areas which may be seen as important by others, notably local cyclists / campaigners.

b) Problem areas are only covered to the extent that the host chooses to show them.

c) While there is some scope for the group to discuss specific issues of concern to the host, time and group size tend to limit the benefit of such detailed discussion sessions.

d) Lack of any 'objective' measurement criteria and not comprehensive in its coverage of the various aspects of cycling, limiting comparisons between boroughs, i.e. it is not an 'Audit'

e) Time demands on the participants are relatively high, visits covered a lot of examples of good practice and at times this did not allow for in depth discussions of these examples

f) Feedback reflects the views and interests of the particular group of officers who attended the visit (e.g. Engineers may feed back primarily on infrastructure whilst Transport Planners / Cycle Trainers may focus more on complementary measures). So, the "benchmarks" identified vary to some extent according to the composition of the group of officers at the visit.

The limitations of the co-operative benchmarking approach are mitigated by the CTC facilitator meeting with each host well in advance of their visit to ensure that the visit is carefully planned; ensuring that all participants are briefed on the benchmarking process so that the participants' expectations are realistic; and by identifying and prioritising issues outstanding at the Consolidation Workshop. Feedback on this aspect from participants includes the two comments below from two participants from different boroughs:

"CTC helped the Boroughs to be concise in what they presented and to be clear of their aims 'what the host borough wanted' from the visit and how the host borough will benefit and how to manage the time best."

"The CTC facilitator was particularly helpful, and her input was invaluable to ensuring our visit was a success. The guidance was much appreciated."

2.3 Other Approaches to Benchmarking and Auditing

Several other examples of the application of auditing or benchmarking to cycling policy and strategy exist at the local level. All of these are based on an audit approach which aims to provide an objective comparison between local councils, covering a range of cycling policy and strategy issues. As such they complement the cooperative approach used in the current project. The audit can be a useful tool in identifying where the local authority is at present and recommend priorities to progress. The cooperative approach offers participants practical ideas of how to progress towards the desired end state.

The following approaches to benchmarking and auditing in relation to cycling are summarised in *Appendix 8: Summary of Other Approaches to Benchmarking and Auditing*

- BYPAD (Bicycle Policy Audit)
- English Regions Cycling Development Team (ERCDT) Progress Reviews
- Cycling Scotland National Assessments
- Biking Balance, The Netherlands

It is of interest to note that early in 2003 CTC was invited to attend a workshop in Belgium organised by the BYPAD project with a number of organisations developing assessment systems for cycling policy. Other than the CTC project, all the others focused on an auditing approach. In most projects feedback from participants was positive but highlighted a demand for visits to see how other authorities were achieving their results.

3. OUTPUTS, BENEFITS AND FINDINGS

3.1 Overview of actions

On completion of the project the following key outputs had been achieved:

- Detailed study of 11 London boroughs in terms of their cycling policies, covering both infrastructure and complementary measures

- 11 study visit reports

- Practical steps taken towards drafting an action plan for each borough

- Network of experienced London cycling officers

- Set of London best practice case studies available on CTC website

- List of key themes and issues outstanding identified by participating boroughs

- Participants' ideas for tackling the issues outstanding

- Joint Presentation by CTC, TfL and LB Hackney of the London Cycling Project at the TfL April 2008 London Walking and Cycling Conference: "Sharing Solutions, Learning from Others"

- Press coverage in TfL's Smart Moves; CTC's Cycle Digest; Hackney Cyclist magazine

This chapter discusses the benefits to the boroughs who have participated in the project and to TfL, the project findings, issues outstanding, ways of tackling these issues and key themes for TfL to consider.

3.2 Benefits to Participating Boroughs

3.2.1 General Benefits

Participants noted that they had benefited in many ways from the London Cycling Benchmarking Project. The following list summarises the benefits noted by the participants at the Consolidation Workshop:

    a) Raising the Profile of Cycling in the Host Borough
    b) Vehicle for Learning and Transfer of Ideas
    c) Showcasing Innovation
    d) Design - Infrastructure Problems and Solutions
    e) Improving knowledge
           i) London wide issues
           ii) Other boroughs' activities and structures
    f) Working with internal and external partners
    g) Best Practice
    h) Inspiration and Motivation

A more detailed description of the above benefits can be found in *Appendix 9: General Benefits.*

Despite the setbacks of staff illness and a few staff changes, all eleven boroughs originally signed up to the project were able to complete the process and host their

visits. Commitment to the project was high, officers' clearly found the process beneficial which is reflected in their continuing attendance at the visits and feedback sessions.

The feedback questionnaire results revealed that the most highly rated benefits were:

- Learning about other boroughs' initiatives (7 out of 14 respondents)

- Sharing experiences with others (the good, bad and the ugly) (6 out of 14 respondents)

- Hosting my borough's study visit (5 out of 14 respondents)

- Networking and meeting new people (5 out of 14 respondents)

(Questionnaire Section D: Benefits: Question 1)

3.2.2 Actions Taken

One of the significant benefits of the project is that participating boroughs actually use the knowledge and ideas which they have acquired to take action in their borough. By the formal close of the project (the Consolidation Workshop April 2008), many participants had already started to progress ideas picked up during the project. Ideas being progressed included examples of infrastructure and highway improvements and complementary measures.

Infrastructure examples included:

Cycling parking; block paving; cycle logo on paving slab; contra flows; sinusoidal humps changed priorities at roundabout junction.

On the questionnaire, respondents noted:

- "Action planning using the report – redesign of street scheme to increase permeability."

- "Used the research and knowledge of methods for specific delivery of some projects."

Complementary measures included:

Cycle Training - ideas for Bike Week; Train the Trainer approach to child cycle training (training parents and others from the community to cycle and then to be instructors); joint working with another borough; Co-ordination between people working on cycling using the Schools Cycling Officer.

On the questionnaire, respondents noted:

- "Building the process of benchmarking scoring into the Local Implementation Plan bids and work plan until December 2008."

- "Writing a cycling master plan for a major new development".

Others were planning to take action and the reasons they mentioned for not yet having taken action included:

- "Waiting for the Consolidation Workshop before deciding what to take forward."

- "Control issues" (i.e. certain issues are not within the participant's control as they are not a highway engineer – however, they recognised that they can try and influence highway engineers)

- "The work programme has yet to start – may use ideas."

Appendix 10 (Actions Taken) lists actions noted at the Consolidation Workshop and on the Questionnaire

3.2.3 Action Plans

At the Consolidation Workshop, participants started to draft or update their own action plans for cycling based on the practical examples they had studied during the visits. By working in the benchmarking group, they were able to raise any specific queries with others in deciding what actions to include and prioritise.

3.3 Benefits of TfL's participation

The ongoing commitment of TfL to the project and attendance at visits as an observer was very beneficial to the project. It clearly demonstrated to the boroughs and CTC that TfL was interested in learning about the boroughs' situations first hand.

From CTC's point of view, TfL's active involvement in the project enabled better and more focused ongoing progress reports and fine tuning of the process. Additionally, the close partnership working with TfL meant that CTC had useful insights into TfL and was kept up to date with any relevant developments.

TfL noted the following benefits:

- "Building relationships between the boroughs and TfL, which is vital to deliver programmes effectively".

- Identifying new areas of priority, raised by participants, e.g. residential cycle parking.

- "Learning about challenges experienced by borough officers. "

- "Being able to pick up and address London-wide issues raised by the group."

- "Fulfilling commitments set out in the London Cycling Action Plan"

3.4 Findings

3.4.1 Benchmarks and Key Headline Criteria

A total of 165 benchmarks were established from the feedback and scoring sessions at the visits. The most examples were in the following categories:

- Infrastructure for cycling

- Wider Engagement

- Travel Demand Management

There were very few examples in the following categories:

- Public transport
- Monitoring and evaluation

We also noted that, in contrast to some of the other regional projects, little if any mention was made of joint working with the NHS or Primary Care Trusts (PCTs). The May 2008 edition of Smart Moves features an article "Get Active, Get Healthy" showing that joint working with health partners is happening in some areas of London.

The following table shows the number of benchmarks and near benchmarks identified for each of the key headline criteria:

BENCHMARKS ESTABLISHED AT VISITS		
Criteria	**Benchmark**	**Near Benchmark**
Leadership	12	10
Policy and Strategy	11	8
Resources	12	8
Stakeholder Engagement	11	3
Infrastructure for Cyclists	43	41
Development Planning Opportunities	8	4
Highway Improvements and Maintenance Opportunities	14	17
Marketing and Promotion	11	13
Road User Training and Education	16	10
Integration with Public Transport	1	1
Wider Engagement and Travel Demand Management	23	12
Monitoring and Evaluation	3	3
Total	**165**	**130**

3.4.2 Case Studies

Following each visit a series of best practice case studies were written up and agreed with the host borough, covering the benchmarks identified by the group. These were included in the individual visit reports but also made publicly available on the benchmarking section of the CTC website. One example of a case study from each participating borough is included in *Appendix 12: Best Practice Case Studies.*

3.5 Issues Outstanding

At the Consolidation Workshop, participants identified and prioritised issues outstanding which they viewed as crucial for making progress in promoting cycling.

Some of these issues, identified by participants, were not within the participants' control as the issues related more to changes in working practices such as: "Mixed messages from TfL e.g. engineering policy".

The session on "issues outstanding" at the Consolidation Workshop aimed to draw out the main issues from the participants so that these issues could be considered in greater depth in the future. Therefore, some issues such as "mapping" and "monitoring e.g. cycling levels" are fairly general and may need to be explored further with participants to ascertain their specific concerns.

The prioritising process resulted in a 'score' being attributed to each issue by the group and the issues and scores are listed below in descending order of importance (i.e. "Mixed messages from TfL" = most important / Cycling as part of the school curriculum" and other issues scoring below three points = least important) :

	Issues Outstanding
Score	**Issue**
16	Mixed messages from TfL e.g. engineering policy.
15	Clear, consistent leadership (TfL, GLA, boroughs)
15	Correcting the perception that cycling is dangerous – "Road Safety" is not the place for this.
11	Implementing Ideas from benchmarking – need support for this.
11	Relationship with Health e.g. NHS, PCT, etc.
10	Directive needed to control Traffic Managers – e.g. they block cycle schemes by referring to other policies.
9	What are TfL's Core Objectives?
9	Cycle Parking – Public & Residential.
8	What causes Modal Shift from car to cycle? What enables people to shift to cycling – in the general sense rather than in terms of specifics e.g. addressing ethnic or disabled groups?
8	Training (cycle awareness) for Professional Drivers.
8	Sharing Research.
6	BSP (Borough Spending Plan) – Cycle friendly infrastructure should be incorporated as a mandatory item.
6	More effective structures for boroughs to deliver cycling.
6	Level of Staff resources. Staff working to (and updated on) best practice and latest standards.
6	Mapping
6	Integration with Public Transport – e.g. Parking; Cycles on DLR.
5	Requirement for National Standard Cycle Training.
5	Cycle Contra Flow guidance is needed i.e. for 2-way cycling on a 1-way street.

	Issues Outstanding
Score	**Issue**
5	Informing design through National Standards Cycle Training.
4	There should be a Cycle Audit as well as a Safety Audit.
4	What causes the "cultural shift" to cycling – compare with Denmark & Netherlands?
4	Monitoring e.g. cycling levels.
3	New developments – need to be sustainable (e.g. shouldn't be including lots of car parking spaces).
3	Bidding for money from TfL is complex – please simplify and provide guidance.
3	Replace "Road Safety" with "Road Danger Reduction".
3	Cycle Theft – related issues.
3	How to write an effective bid.
<3	Cycling as part of the school curriculum.
<3	Funding Streams.
<3	Insurance e.g. for Bike Pool scheme.
<3	What TfL studies are there covering cycling and inter-mobility?
<3	Influencing other organisations e.g. Rail Operators.
<3	"Selling" a cycling scheme.

3.5.1 Tackling Issues Outstanding

At the Consolidation Workshop, the participants worked in small groups to make suggestions on ways forward for the high priority issues that they had identified. Suggestions are listed below:

- Getting buy-in from leadership (London Borough (LB), TfL, etc)
- Sharing Research
- Implementing ideas from benchmarking
- Dealing with the perception that cycling is dangerous
- Cycle Parking (public, residential; workplace)
- Building relationships with health sector (NHS, PCT, etc)

The following table is a record of the small groups' suggestions:

Group's suggestions for progressing these issues
Getting buy-in from leadership (LB, TfL, etc)
a) Financial:

- funding from TfL to the London borough to depend on borough's commitment to cycling
- reduce funding for other schemes if the borough is not doing enough for cycling

b) General: TfL to monitor delivery against objectives

Can we control funding on the basis of delivery?
Can a borough have other funding cuts if borough is failing to deliver on cycling?

Sharing Research

  a) Seminars
  b) Workshops
  c) Access library on web pages

Additional Notes:
TfL could run seminars. A person from the borough who attended the seminar could then disseminate learning through lunch time lectures at the borough, for example.

Implementing ideas from benchmarking

  a) Benchmarking action plan
  b) Local engagement
  c) GLA Political support
  d) Raising awareness
  e) Put into LIP as part of policy
  f) Stakeholders support

Additional Notes:
If possible have an action plan funded by TfL?
Raise awareness of the benchmarking process to get support for it and for the action plans deriving from it.
Could there be a mechanism in the Local Implementation Plan (LIP) to identify those items that have been recognised as a Benchmark?

Dealing with the perception that cycling is dangerous

Myth of Danger
  a) Publicise stats: cycling safer than many other "normal" activities
  b) Ensure Road Safety is not being negative. Work with Road Safety to check what they are saying and study the literature
  c) Ensure at least 50% of images are without helmets. Give cycling a positive image.
  d) Cycle training: promote the empowering aspect, not the safety aspect
  e) When speaking about danger, consider it in terms of the danger to other road users which your mode of transport can cause. On this basis, motoring is far more dangerous than cycling or walking."
  f) Lobby to counter the claims which some organisations make about "danger" (Road Safety Officers, British Medical Association, coroners, etc)

Additional Notes:

In publicising statistics, make comparisons with sports such as skiing or horse riding.

In following up on Road Safety messages and literature – note that outdated material is still in circulation in some cases

Consider moving cycle training from Road Safety to Leisure Services.

Cycle Parking (public, residential, workplace)

    a) retrofit priority
    b) residential has been missed
    c) local research of demand
    d) link with Direct Support for Cycling (DSC)
    e) use parking as a "carrot" in a Travel Awareness (TA) campaign
    f) engage Housing and Planning departments

Additional Notes:

Retrofitting of cycle parking needs to be prioritised.

Residential parking is an issue that has not been addressed sufficiently (some good examples exist in Hackney, Ealing and Haringey).

Research into demand should take place on a local basis.

Building relationships with health sector (NHS, PCT, etc)

a) Primary Care Trust (PCT) / Cycling & Walking

- someone in the borough/ TfL should be responsible for building effective relationships with the health sector to promote walking and cycling.

- senior people in the PCT need to be contacted by TfL

- senior people in the PCT need convincing cycling isn't dangerous

Additional Notes:

Someone needs to be in a coordinating role.

3.5.2 Key Themes and Actions for TfL to consider

During the Consolidation Workshop participants identified a number of key overall themes arising from the project involving actions for TfL, which are listed below.

a) Strategic / London Wide

- Political support is required for cycling to deal with the current issues

- Consolidate the existing modal shift research and publicise it to boroughs. Commission other research as required

- Complete LCN+ on the Transport for London Road Network (TLRN)

- Overcome barriers to LCN+ e.g. A12 and A13 trunk roads

- Cycle Parking

        Tackling residential cycle parking

Provision of research relating to secure, on-street, residential cycle parking

TRLN on street cycle parking

- Traffic Management Act – find a way to ensure that Traffic Managers prioritise cycling. Several participating borough cycling officers reported that they had experienced resistance from Traffic Managers to proposals to implement measures to assist cyclists, where these might adversely affect the movement of motor traffic.

- Capacity Network Assurance; cyclists need carriageway space. TfL needs to incorporate this into its own policy and messages as well as pushing it back to the boroughs

- Educate people newly recruited as cycling professionals

- Interworking on Olympic schemes – also interworking with Olympic Delivery Authority (ODA) and related planning groups

- Use a Cycle Audit tool such as BYPAD

b) Practical

- Provide an overview of the TfL organisational structure

- Give boroughs a clear understanding of TfL's "Core Objectives" as they relate to the boroughs

- Simplify the TfL LIP bid process and others as some officers, particularly those new to their role, find it difficult to identify which funding stream to apply for and thus spend a great deal of time finding their way round the TfL process, which leaves them with less time for other activities

4. OPPORTUNITIES TO DEVELOP THE PROJECT

4.1 Introduction

The approach to benchmarking adopted by CTC includes a strong focus on using the process as a vehicle for learning and for sharing experience between participants. The professional networks developed are at least as important as the specific learning opportunities encountered by the group. It is our experience that officers who have participated in the benchmarking programme continue to make use of these networks as they take forward the actions arising from the project.

Therefore, we see the benchmarking programme itself as part of an ongoing process involving informal networking between participants combined with more formal opportunities for face to face contact. Feedback from the borough officers participating in the London project is very supportive of some form of follow up to the project.

The suggestions outlined in this section build on the suggestions made by the participants and aim to:

- support the participants and the delivery of the London Cycling Action Plan

- ensure that all stakeholders get the maximum benefit from the time and energy boroughs and others have put into participating in the London Cycling Benchmarking Project

4.2 Development Workshops

With the support of Cycling England, CTC has organised and run a first round of two-day Development Workshops in all seven regions that have completed the benchmarking programme. Levels of participation and enthusiasm are high, with typical attendance of 15 to 20 officers; participant feedback from the workshops is very positive. We have aimed to run these in each region at 12 to 18 month intervals, approximately one year on from the respective benchmarking project.

More recently CTC has embarked on a second round of workshops, introducing new tools and activities to the groups. To date, two regions, the North West and Yorkshire and the Humber, have participated in the second round of workshops.

The format of Development Workshops broadly comprises:

- Introduction, including expectations;

- Brief update on successes and barriers to progress from each participant;

- Sharing each authority's successes in more detail;

- An opportunity to reflect on how to take forward their Action Plans;

- Practical exercise using a tool to help overcome obstacles, e.g. Force Field, Stakeholder Analysis;

- Some form of brief presentation and role play drawing on the exercises undertaken during the workshop, individually or in small groups;

- Opportunity to discuss wider issues.

In addition to the networking and learning opportunities, participants welcome the time and space provided to reflect on their work away from the day to day demands

of their jobs. Additionally, participants have commented on the morale boosting effect of being with others facing some of the same challenges.

Feedback from the London Consolidation Workshop indicated interest in a Development Workshop for the London Cycling Benchmarking Project (10 out of 14 responses). Our experience in other regions makes us certain that some form of London Development Workshop in about 12 months time would be very valuable for participants.

Whilst CTC has considerable experience in planning these workshops, we recognise the importance of offering a programme tailored to the London situation. We would, therefore, anticipate that a London Development Workshop would be planned in close liaison with TfL.

In other regions, attendance at the Development Workshop has been offered to a wider range of authorities than the ones who participated in the original benchmarking process. Extending the invitation to other authorities has obvious implications for numbers which would need to be considered if such a workshop were planned in the London context.

4.3 Workshops / Study Visits on Issues Outstanding

There was also considerable interest in a programme of focused workshops and / or visits designed to cover issues emerging from the project (9 out of 14 respondents). These workshops could be open to any London Borough, although a limit on numbers at any one event may be necessary. Organisation of these events could be approached in a variety of ways, and would need to be developed with particular reference to the issues in question.

In planning a specific workshop or study visit, it would be important to research early on who would be the most appropriate people to invite as contributors. We would envisage a small planning team comprising representatives from TfL, at least one borough and the coordinator / facilitator. Detailed programmes would be then developed in consultation with an appropriate range of interested parties.

A focused workshop could bring in a range of contributors with experience to share with participants. In addition to Boroughs, TfL and local authorities outside London, contributors are likely to include other organisations not necessarily involved directly in cycling, for example from the health sector or public transport operators.

The workshop could be organised in a variety of ways, and we recommend piloting a process based around arranging a structured dialogue, in which a set of questions prepared by those needing to learn about the topic are discussed with contributors who have some experience of the topic. For full value to be obtained through such a workshop it would need to be well facilitated. Additionally, arranging for a comprehensive write up would be essential. The write up would be available both to those attending and to a wider audience.

In certain circumstances, TfL may wish to consider continuing this support to a 'working group' of boroughs keen to take forward specific projects as a result of such a workshop. The support could include bringing the group together part way through their projects to exchange experience and discuss their learning. A final structured session with the group to obtain feedback once most of their projects are completed and to distil their learning experience for wider dissemination would be vital. This approach would be best suited to discrete projects but could be adapted

to support and capture learning during the set up and early stages of ongoing initiatives. Possible opportunities from the list identified might include:

- health projects

- residential cycle parking

- station cycle parking

- monitoring

- cycle theft.

In some cases a study visit may be the best way of addressing a topic. Examples of initiatives that have been tackled by boroughs not in the benchmarking group or by other local authorities outside London may well exist. Visiting these authorities may be the most effective way of learning. In some instances, officers may have seen examples during the benchmarking project, however a more focused study visit would still be helpful. In cases where a study visit is considered, we would envisage combining it with a facilitated workshop session as above. The workshop would enable participants to explore the topic in some detail and to record what has been learnt.

4.4 Further Benchmarking Project

Feedback also showed considerable support for a second round of London Benchmarking (9 out of 14); although many indicated that this would be for boroughs that did not participate in the first round. One participant mentioned that they would not want to do another round for their borough until 2011.

With one or two possible exceptions, we do not believe that boroughs that have already undertaken the benchmarking programme would benefit sufficiently at this stage from a second round of benchmarking to justify the time and effort involved. If this suggestion were to be taken forward therefore, we would expect it to be dependent on sufficient (at least eight) new boroughs willing to commit themselves to the process. At this stage we are doubtful that such interest exists, given the difficulties involved in establishing the group for the first project.

However we

- Recommend that the option should be publicised to the 22 boroughs that have not participated to date to ascertain the level of interest.

- Note that LB Sutton is interested in the potential for developing some form of benchmarking on a smaller scale with neighbouring outer London boroughs. LB Sutton is contacting the relevant boroughs and if sufficient interest exists, it is worth looking at the options for supporting and facilitating this initiative.

Suggestions from participants on how to involve the 22 boroughs who did not take part are listed in *Appendix 11*: *Suggestions on involving the other 22 boroughs.*

In the absence of a further benchmarking project in the near future, opportunities to involve boroughs beyond the original benchmarking group in other initiatives following on from the original project can still be made available.

4.5 Audits of Cycling Policies and Practice

Sections 2.2 and 2.3 above discussed the benefits and limitations of the cooperative benchmarking approach used by this project and highlighted some of the alternative tools that focus more on an audit process.

This type of process has undoubted benefits, for example, it can provide a current picture of progress in each area of a borough's cycling strategy, enabling it to set priorities for improvement. An audit can be repeated after a suitable interval to measure progress. However, audits can be costly to undertake and are of little value unless they result in action.

When the idea of audit (BYPAD or other) was mentioned at the Consolidation Workshop, there appeared to be little interest in this as a future initiative. In London, only Southwark has taken part in the BYPAD project so far. However, promoting such an audit would be of undoubted interest to cycling campaigners, who would be keen to see an assessment of how their borough has been performing.

4.6 Other Opportunities

Most London Borough Cycling Officers already communicate with each other and with TfL and groups representing local users face to face at the quarterly London Borough Cycling Officers Group (BCOG) meetings. Additionally, informal e-mail exchanges between officers take place between meetings.

CTC considers that scope may exist to develop some other online tools to help the information flows and for sharing of advice and best practice.

Several issues were identified at the Consolidation Workshop which focus on improving communication between TfL and the boroughs, including who is responsible for what, dealing with perceived mixed messages, working with the Traffic Management Act and dissemination of TfL research. Some of these may be covered by the provision of information whilst others may benefit from more interactive workshop sessions.

4.7 Taking These Ideas Forward

The first steps for taking any of the above ideas and suggestions forward can be determined by a meeting between Transport for London, CTC and other relevant partners. It will be important to decide on the most practical way forward and to allocate responsibilities.

5. CONCLUSIONS

Our main conclusions from the London Cycling Benchmarking Project are that:

5.1 It has successfully enabled participating London boroughs to share best practice and to learn from their own and other's experiences in providing for cycling.

5.2 Through the project a strong network of borough officers has been developed.

5.3 Participating boroughs have started to draft action plans based on what they have learnt.

5.4 Relationships between TfL and the London boroughs have developed positively and constructively

5.5 Individual borough officers have significantly developed their cycling expertise and constructive feedback skills. They have also developed ways of working as a group along with having covered many of the basic discussion points (such as helmets; shared space; segregation and so on). As a result, this group can be a useful resource to TfL and London as a reference group and for piloting other initiatives.

5.6 TfL has a better idea of the significant challenges confronting boroughs as the boroughs strive to put policy into practice.

5.7 The boroughs have become more aware of the issues facing TfL regarding the promotion of cycling.

5.8 A wide range of best practice examples has been identified. Short case studies have been written up showing that the methods used to promote and increase cycling are many and varied. The participating boroughs all have examples of best practice from which others both in the UK and internationally (cycling professionals, planners, cycle campaigners and cycle users) can learn. These case studies are being disseminated through the CTC website.

5.9 Borough officers found that the project was a worthwhile use of time although, for a part time officer, the time commitment is perhaps too great

5.10 The CTC cooperative benchmarking process can be effectively be adapted and applied in a London context

5.11 Despite some setbacks such as staff changes, illness and resources, participating boroughs and the relevant officers remained committed to the project

5.12 Boroughs show considerable interest in continuing the project in some form, whether through workshops, study visits or a further round of benchmarking.

5.13 The partnership approach to the project (TfL, the boroughs and CTC) was particularly effective in enabling learning, establishing best practice examples. It also helped to develop relationships and to identify some of the wider issues which could help cycling promotion in London in future.

5.14 The ongoing involvement of TfL offers the opportunity to take forward some of the issues outstanding following the project, in a way that has not been feasible in other regions where CTC has run benchmarking projects.

5.15　A range of issues outstanding have been identified and prioritised from the project.

5.16　Participants identified a number of actions for TfL to progress, certain of which were identified as high priority.

5.17　Few examples of best practice in Monitoring and Evaluation (three benchmarks and three near benchmarks) were identified during the visits suggesting that there are few examples of best practice in this area

5.18　Integration with Public Transport had just one benchmark and one near benchmark suggesting that best practice examples are in short supply

6. RECOMMENDATIONS

The recommendations and rationales below are organised into different categories and have their own internal numbering system.

Recommendations - and Rationale

R 1.   FOLLOW UP ON BENCHMARKING PROJECT

R 1.1 **Plan and run an initial development workshop for the eleven participating boroughs one year after the end of project (i.e. Spring 2009)**
- Picks up on progress and actions delivered since the benchmarking project, providing a focus for boroughs and a degree of peer accountability
- Sustains the networking established between participants and by setting a date well ahead (i.e. in Autumn 2008) for a workshop in Spring 2009) it sends a clear signal that the benchmarking process is ongoing
- Feedback on the value of post project Development Workshops from benchmarking participants in other regions has been very positive. The vast majority of participants are interested in attending further development workshops.
  Examples of feedback comments
  : "A very worthwhile exercise, definitely worth repeating on a regular basis" North East region participant
  "Excellent event, especially in the ever changing cycling climate"
  Eastern region participant

R 1.2 **Run further development workshops at 12 to 18 month intervals possibly involving boroughs which did not participate in the project**
- Benchmarking is an ongoing process and further development workshops will support the process
- The format and attendance at further workshops should be determined nearer the time, but may well extend beyond the current 11 participating boroughs

R 2   TAKING FORWARD ISSUES OUTSTANDING

R 2.1 **Pilot structured workshops on one or two issues outstanding from the project**
- Workshops could be set up relatively easily and boroughs are interested in pursuing these issues
- Select two priorities from the list of issues, we suggest:
  - Residential Cycle Parking
  - Cycle theft
- Workshops build on the group's experience and expertise and potentially attract officers from all London boroughs
- Piloting these workshops would enable TfL / boroughs to determine the benefits of this type of approach and decide on whether to run further such workshops
- A structured process maximises the learning gained by the people participating in the workshop and maximises the transfer of learning to

others not able to participate

- Format / structure to be agreed, but we recommend piloting the approach outlined in Section 4.3 of the Final Report

R 2.2 Pilot focused study visits on one or two issues outstanding

- Study visits could be run along with workshops and could be set up relatively easily
- Select one or two priorities from the list of issues
- Some boroughs who did not participate in benchmarking may wish to host a study visit on a particular aspect of cycling provision. Some boroughs, where cycling provision is relatively well advanced, may not have participated in the benchmarking project as they thought that they had less to learn.
- Consider arranging study visits outside London where most appropriate
- A structured process would maximise learning by those participating in the study visit and the transfer of learning to others
- Format / structure to be agreed, but we recommend piloting the approach outlined in Section 4.3

R 2.3 In consultation with boroughs, prioritise the issues outstanding from the project and explore the options to progress these

- Several key issues may have been selected already for piloting the workshops and study visits in Recommendations 2.1 and 2.2
- Selection could probably be done remotely, with the option of a workshop if deemed appropriate and would enable TfL to identify the optimum way of addressing the issues outstanding
- By involving the boroughs in identifying and planning the activities, boroughs would have greater ownership of the process and a heightened commitment to the activities

R 2.4 Develop a programme of structured workshops / study visits to follow up the priorities indentified in Recommendation 2.3

- Format of these to draw on experience of pilots in Recommendations 2.1 and 2.2

R 2.5 Pilot a facilitated working group of boroughs to take forward an issue which requires more than a single workshop / study visit

- There may be issues identified as priorities through Recommendation 2.3 for which a single workshop or study visit is considered insufficient, for example if a group of boroughs wished to progress health related projects.
- This would involve a structured approach to reviewing progress and exchanging experience over a period of time, as outlined in Section 4.3 of the London Cycling Benchmarking Project Final Report
- The format would draw on the experience of pilots in Recommendations 2.1 and 2.2
- A structured process would maximise learning by those participating and the transfer of learning to others

R 3.   FURTHER BENCHMARKING

R 3.1   **Promote the possibility of a further round of benchmarking in London with a mostly different set of boroughs, drawn from those 22 boroughs that did not participate.**
- Evidence (i.e. feedback from the 11 boroughs) now exists to show that benchmarking is useful in the London context. Thus, other boroughs may now be more likely to sign up than they were in 2003 – 2006 period.
- A second project would build on the success of the first project and learning from the first project can be used to influence the project design
- When promoting the opportunity, highlight the ways in which borough participants to date have benefited.

R 3.2   **Explore the possibility of developing some form of benchmarking with outer London boroughs as suggested by LB Sutton.**

- Following the London Cycling Benchmarking Project, LB Sutton considered that it would be beneficial to approach their neighbouring boroughs to determine interest in benchmarking. Travelling times would be reduced (compared with a London wide project) and issues of particular relevance to outer London boroughs could be covered.
- Sutton's neighbouring boroughs are potentially interested

R 3.3   **Further refine the benchmarking process and customise it to the current London context**

- If a second project goes ahead, it is useful to refer to the participants' helpful feedback on process such as changing the "Do More" heading in the Performance Improvement Grid (PIG grid) as it is misleading
- TfL and CTC also have reflections on the project such as the process and design of visit reports
- Cycling is rising up the political and London agenda, a new round of benchmarking would start in a different external environment from November 2006 (start of the first project).

R 4.   REFERENCE GROUP

R 4.1   **Use the expertise of the London benchmarking group as a reference group and for piloting other initiatives.**
- During the 18 months of the project, the group covered many of the basic yet ongoing debates around cycle policy and participants are aware of the challenges and issues for inner and outer boroughs. Importantly, the group does not need to spend so much time on group development. *Group development is essential yet can be very time consuming (e.g. the stages of forming, storming, norming, performing).* http://www.businessballs.com/tuckmanformingstormingnormingperforming.htm.

- The group contains a mix of skill sets and professional backgrounds.

R 5. NETWORKING, RELATIONSHIP BUILDING and LEARNING

R 5.1 Arrange a workshop with borough cycling officers to explore ways in which TfL and the boroughs could work more closely together

- The project has enabled relationships between TfL and the participating boroughs to develop positively with each party getting valuable insights into the challenges faced
- Holding a facilitated workshop to get ideas for practical and productive ways for working together could identify how best to capitalise on the productive relationships in the future
- This could include some of the ideas discussed in section 4.1 of this report

R 5.2 Consider further ways in which TfL could support borough cycling officers' ongoing networking and exchange of learning, including providing tools to support a web based community

- Feedback from participants that they valued the contact with each other
- Now that the group have developed their professional relationships, the web based community could enable them to continue to share ideas in a time efficient way

R 5.3 Review ways to address the "Actions for TfL" identified by the boroughs at the Consolidation Workshop

- Some points may be best tackled by interactive workshops; others may be best covered by providing information

R 5.4 Encourage participants to use the London Boroughs Cycling Officer Group (BCOG) as a forum for promoting their achievements identified during the benchmarking project
- Achievements (benchmarks) were established through a process of peer review giving them more credibility than an achievement identified by the borough itself
- It would not take much time for each borough to prepare a short presentation as they have the case studies as starting points

R 5.5 Consider commissioning a deeper analysis of the best practice case studies arising from the project, in order to have a more detailed picture of the strengths and weaknesses of different boroughs to enable decisions about appropriate individualised support
- Further analysis of the case studies could provide useful information about the boroughs (i.e. different strengths of boroughs; reasons for the variations) to enable decisions about appropriate individualised support
- Further learning points may emerge both about individual boroughs and about cycling in London generally

R 6.   PUBLICITY and LEARNING

R 6.1 Set up links from the TfL website to the best practice case study section of CTC's website

- More people can be made aware of the best practice examples both in London and elsewhere

R 6.2 Get the project featured in publications
- Articles in Local Transport Today and the Surveyor would help to raise the profile of the project in the transport and local government sector
- Additionally, getting the project featured in non transport publications (Health, Human Resources) could help to promote cycling in these communities

R 6.3 Encourage the boroughs to provide information to TfL to feature in Smart Moves
- It would build on the features which have already appeared in Smart Moves
- It offers another communication channel between boroughs and TfL
- It reinforces the idea of learning from each other's positive initiatives

R 7.   AUDITING

R 7.1 Consider some form of cycle policy audit process, drawing on the experience of techniques such as BYPAD

- An audit would provide an overall picture of the situation in each borough
- Having information about each borough could help to build a picture of the situation in London
- Local users could be involved in the audit; the original three CTC national benchmarking projects involved some local user input and the techniques used there could be customised for the London context.

APPENDICES

APPENDIX 1: CTC BENCHMARKING PROJECTS

Quantity	Project Type	Date	Funder
3	National	2000 – 2003	Ashden Trust
7	Regional *North West* *Yorkshire and the Humber* *Eastern* *South West* *South East* *North East and Cumbria* *Midlands*	2003 – 2006	Department for Transport (DfT)
1	European Study Visit Included a two day Development Workshop in December 2005	October 2004	Ashden Trust
1	Cycle Training Pilot *North West*	2006 – 2007	Cycling England (DfT)
9	Regional Development Workshops (in regions listed above)	2006 – 2008	Cycling England (DfT)
1	London Cycling	2006 – 2008	Transport for London

APPENDIX 2: PROGRAMME OF LONDON WORKSHOPS AND VISITS

Event	Date
Start Up Workshop	22 November 2006
Hackney Visit	13 & 14 February 2007
Lambeth Visit	13 & 14 March 2007
Islington Visit	22 May 2007
Ealing Visit	26 & 27 June 2007
Tower Hamlets Visit	11 & 12 September 2007
Lewisham Visit	16 October 2007
Brent Visit	13 & 14 November 2007
Southwark Visit	4 & 5 December 2007
Haringey Visit	22 January 2008
Barking & Dagenham Visit	19 & 20 February 2008
Sutton Visit	11 & 12 March 2008
Consolidation Workshop	22 & 23 April 2008

APPENDIX 3: TOP 20 ISSUES IDENTIFIED AT THE START UP WORKSHOP

The list of issues was compiled and prioritised by the participants at the Start Up Workshop in November 2006.

ISSUES	RATING*
• Good staff resources for cycling matters	14
• Political support and ways to increase it • Political involvement including at senior management level in the council	13
• Getting councillors to change from an "old-school road safety approach" to a Road Danger Reduction approach • Got [sic] policy acceptance that helmets are not important (and so there is no need for them to be compulsory)	10
• Testing ideas from abroad • Is there anything genuinely good? • Enforced compromises	9
• Co-operation from rail operators	9
• Effective monitoring and evaluation of cycle facilities /network • What cycle monitoring do TfL want? • What outcome monitoring is done by the boroughs and can this usefully be linked together – pan London picture?	9
• Opposition or support from other officers	7
• Addressing cycle theft	7
• Low cost quick ways to provide space for cyclists on principal roads	6
• How to integrate high cycling priority into every scheme in every relevant department (e.g. traffic management, housing crime, health, etc)	6
• Environmental benefits of cycling quantified	5
• How to measure how well marketing , promotional and educational schemes work (outcomes)	5

• How others do training?
   - Own scheme / National Standards?
    - In house? / Out source? / Admin processes / Best value
	5

• Transformed the culture within Transport and Highways from one that is against cycling to one that is for cycling • Change culture in traffic engineers	4
• Produced a radical Cycle Action Plan and got it signed off by the councillors	4
• Instrumental in getting management to take out six parking bays at council buildings and replacing them with bike sheds	4
• Consultation techniques (internal and external) • Ways to improve communicating with internal/external stakeholders	4
• One way exemptions in roads considered too narrow	4
• Secure cycle parking on estates and at stations • Cycle parking at station (Network Rail Station) out of the control of the borough	4

ISSUES	RATING*
• Promoting community ownership of cycle facility	4

"Rating" refers to the scoring used. The issues with the highest scores are those of most interest to participants.

APPENDIX 4: KEY HEADLINE CRITERIA FRAMEWORK

All aspects of cycling policy are being considered within the project. To provide a structure for this, the following framework has been developed based on 12 headline criteria, adapted from the European Foundation for Quality Management model. Fundamental to this is the explicit recognition of the diversity of criteria that can influence the successful delivery of cycling policy at a local level.

```
┌──────────┬─────────────┬──────────────┬───────────────────────────┬──────────────────┐
│          │             │              │ Infrastructure            │                  │
│          │  Resources  │              ├───────────────────────────┤                  │
│          │             │              │ Development Planning      │                  │
│          │             │              ├───────────────────────────┤                  │
│Leadership│             │  Activities  │ Highway Improvements      │ Monitoring and   │
│          │   Policy    │              ├───────────────────────────┤ Evaluation       │
│          │     &       │              │ Marketing & Promotion     │                  │
│          │  Strategy   │              ├───────────────────────────┤                  │
│          │             │              │ Road User Training        │                  │
│          │             │              ├───────────────────────────┤                  │
│          │ Stakeholder │              │ Integration with          │                  │
│          │ Engagement  │              │ Public Transport          │                  │
│          │             │              ├───────────────────────────┤                  │
│          │             │              │ Wider Engagement and TDM  │                  │
└──────────┴─────────────┴──────────────┴───────────────────────────┴──────────────────┘
```

INPUTS   **OUTPUTS**   **OUTCOMES**
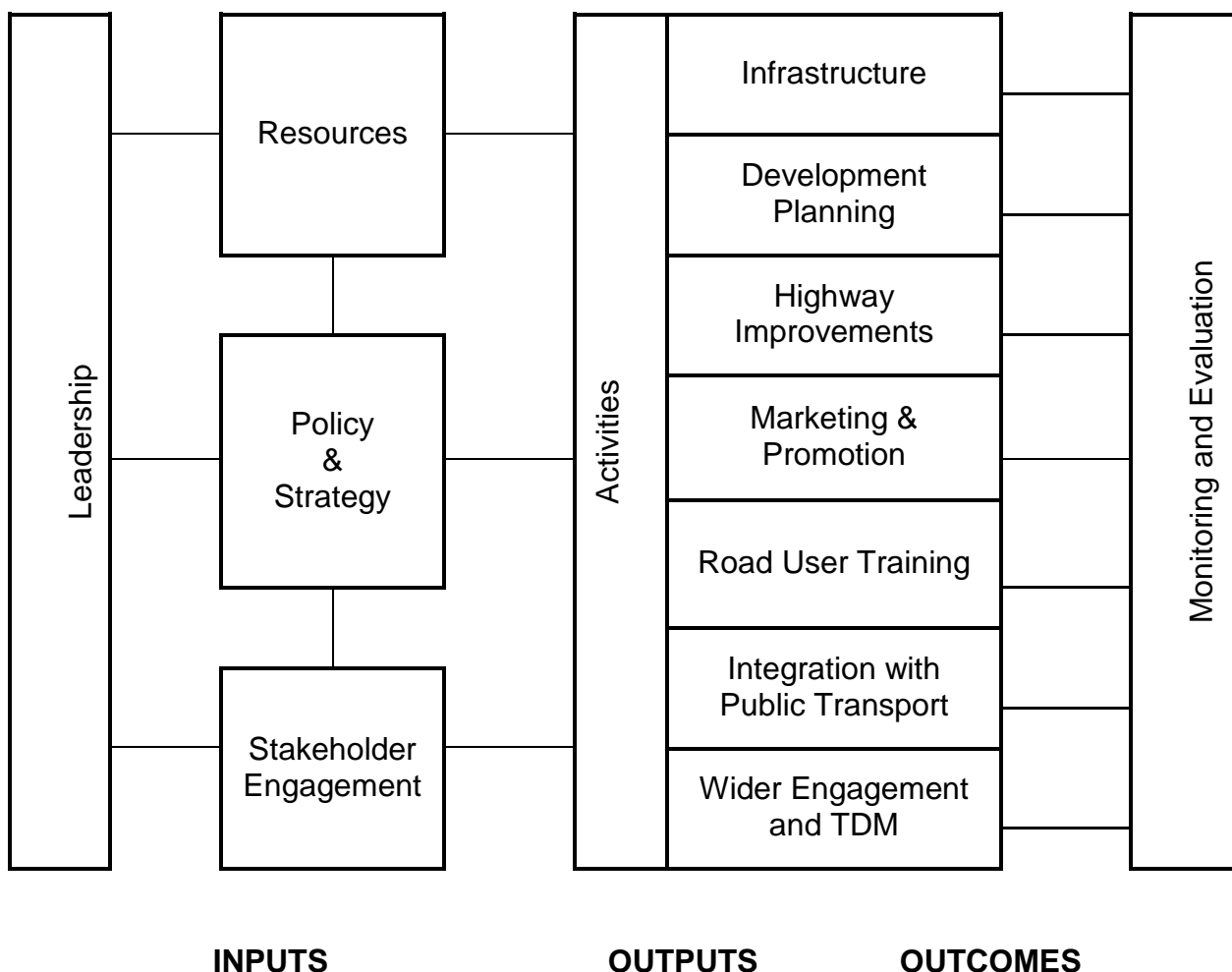
LEADERSHIP
How to encourage senior officers and members to take a lead in directing and supporting cycle policy, and to afford greater priority to it within the authority. Includes commitment of adequate resources and taking a lead in the authority's own travel plan.

POLICY & STRATEGY
How to integrate cycling within key policy documents such as transport and road safety strategies / plans etc, and within wider (non-transport) policy and strategy documents. How to ensure effective co-ordination between sections / departments with a role in cycling promotion; and ensuring that pro cycling policies and commitments are implemented

RESOURCES
How to involve appropriate staff (internal and external): their seniority, selection and training. Obtaining a satisfactory level and continuity of funding and the sources used. Dissemination of information within organisation.

STAKEHOLDER ENGAGEMENT
How to effectively consult and dialogue with key stakeholder groups and the general public, including users and potential users. Involving stakeholders in developing and delivering the cycling strategy.

INFRASTRUCTURE FOR CYCLISTS
Development and maintenance of appropriate and high quality infrastructure to assist cyclists, including prioritising, route selection, design, quality of implementation, signing and parking.

DEVELOPMENT PLANNING OPPORTUNITIES
Ways of supporting cycling through the development planning system, including integration of cycling considerations within planning guidance, the highways development control process and regeneration schemes.

HIGHWAY IMPROVEMENTS & MAINTENANCE OPPORTUNITIES
Measures to make the roads generally safer and more convenient for cyclists, including traffic and speed reduction and junction improvements. Cycle Audit of new schemes and Cycle Review of existing road network.

MARKETING & PROMOTION
Marketing and promotion of the benefits of cycling and opportunities for this activity, to both cyclists and non-cyclists.

ROAD USER TRAINING & EDUCATION
Cyclist training programmes at primary and secondary schools and for adults. Educational initiatives aimed at cyclists and non-cyclists.

INTEGRATION WITH PUBLIC TRANSPORT
Promotion of combined cycle / public transport journeys, routes to interchanges, facilities at interchanges and carriage on public transport. Inclusion of cyclists in the design of bus priority measures and LRT schemes.

WIDER ENGAGEMENT AND TRAVEL DEMAND MANAGEMENT
Encouragement of cycling through travel planning and other programmes in partnership with others. Often focused towards specific groups or sites, including schools, employers, health, police, tourism, NGOs.

MONITORING & EVALUATION
Monitoring usage, route quality, safety, progress towards targets. Effects of initiatives on levels of use, accidents, theft, user satisfaction. Target setting and benefits / limitations of these.

APPENDIX 5: PERFORMANCE IMPROVEMENT GRID AND THE BENCHMARKING PROCESS

Throughout a visit group members are expected to note down what they observe, both in terms of good practice and what could be improved. Much of the value of this comes from making comparisons and questioning the way things are done. A workbook is provided to facilitate this, which includes copies of a **Performance Improvement Grid (PIG)**. The PIG provides a framework for recording good ideas to take away and for offering suggestions that might help the host improve delivery of cycling policy. Observations are recorded in the following categories:

Do More	Stop Doing
You do it well. This is done well; This is a good result; This is a benchmark, best in class; It should be done in more places; We would like to copy it; This has a significant impact on performance indicators; How did you do that, we want to know more?	It does not help. Our evidence is that this is not successful; When we did it, it did not work to our satisfaction; It will not achieve a positive effect on key performance indicators; Save the money and effort for other areas
Do Differently	**Start Doing**
It needs doing but could be improved. Benchmarking suggests there is a better way; This has to be done but there are alternatives; There is evidence that a different approach will have a greater impact; We need help in this area, can you help? Try this…	It would help. There are benchmarks you are not working towards; They exist in the following authorities… Have you tried....?

In completing the PIG, the following rules are applied:

- Only record what is observed - no theorising
- Refer to key assessment criteria
- Make the distinction between impression and effect
- Establish a benchmark
- Compare to a benchmark

The workbook also provides space for participants to record good ideas to take away and things they would show the host when they visit them.

Feedback and Benchmarking

During the final session, the visit was reviewed in a feedback and benchmarking session, during which any particular strengths and areas for improvement were identified and discussed.

The first stage involved compiling a composite list for each of the four PIG categories, drawing on the observations recorded by participants during the visit. The host was then given the opportunity to comment on these lists.

Following this, group members attributed a score to each of the 'Do More' items in the composite list, and key issues arising were discussed. Members were also invited to add any further items to the PIG lists subsequent to the meeting.

APPENDIX 6: FEEDBACK QUESTIONNAIRE – SAMPLE FORM

ASSESSING THE LONDON CYCLING BENCHMARKING PROJECT

This questionnaire seeks the views of the participating boroughs in the London Cycling Benchmarking Project, in order to assess the project's outcomes. Your response will inform the final project report CTC are preparing for Transport for London (TfL) and any future initiatives following the project.

Thank you very much in advance for taking the time to complete this questionnaire.

A: Participant's details

Your borough:

Your name:

Your job title:

B: Practical information

1. Were one or one and half day visits appropriate?

   ○ Yes

   ○ No

   ○ Don't know

Comments:…………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
…………

2. Visit contents were determined by the host borough working with the CTC facilitator at a planning meeting. How well did this system work for you?

Not so well   1   2   3   4   5   **Very well**

Comments:…………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
…………

3. Eleven London boroughs participated in the benchmarking project. Do you think the size of the group was:

Inappropriate   1   2   3   4   5   **Appropriate**

Comments:…………………………………………………………………………………

C: Using the benchmarking approach

1. How effective was the system of peer review work as a benchmarking tool for you / your authority?

Ineffective   1   2   3   4   5   **Very effective**

Comments:…………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

…………

2. In your view, how effective was the Performance Improvement Grid (PIG) system of feedback?

Ineffective   1   2   3   4   5   **Very effective**

In what ways was the PIG useful?..

………………………………………………………………………………………………………

………………………………………………………………………………………………………

…………………………………

How could the PIG be improved?

………………………………………………………………………………………………………

………………………………………………………………………………………………………

…………………………………

D: Post visit reports (please only respond if you have already received the final report)

1. In what ways have you used the report?

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………

2. Did the report add anything (credibility with internal colleagues, councilors,..)?

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………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………………………………………………

………………………………………………………………

3. Or would the PIG grids have been sufficient?

……
……
……
……
……………………………………………………………………

D: Benefits

1. In your opinion, what were the main benefits in participating in the benchmarking project (please tick maximum 2 options)?:

   ○ Learn about other boroughs' initiatives

   ○ Host my borough's study visit

   ○ Improve my ability to progress cycling initiatives in my borough

   ○ Share experiences with others (the good, the bad and the ugly)

   ○ Network and meet new people

   ○ Personal professional development

   ○ Other (please specify):

   …………………………………………………………….......................

   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ……………………………………………………

2. Participating in the project has roughly taken up to a maximum of 22 days of your time during the last seventeen months (November 2006 – April 2008):
   ▪ *one day visits (x 3) 1.5 day visits (x 8)*
   ▪ *one day start up workshop*
   ▪ *two day consolidation workshop*
   ▪ *four days for planning / organizing your visit / liaising with the group / other admin etc*

   Overall, has participating in the project been an effective use of your time?

   Ineffective   1   2   3   4   5   **Very effective**

   Comments:……………………………………………………………………………………
   …………………………………………………………………………

3. What are for you the key lessons learnt from the project?

   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………

E: Actions

1. Have you taken any actions as a direct result of the benchmarking project?

   ○ Yes

   ○ No

   ○ Not yet, but planning to

If yes, please briefly explain actions taken...
……
……
……………………………..

If no, why not?...
……
……
……………………………..

2. If any, what kinds of activities would you encourage TfL to take forward as a result of this project?

   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ………………………………………………………………

F: Future initiatives

1. Would you be interested in any of the following options to follow up the London benchmarking project?

   ○ A workshop for participating boroughs in a year's time

   ○ A programme of focused workshops and/or visits designed to cover issues emerging from the project

   ○ A second round of London Benchmarking

   ○ Other (please specify):………………………………………….......................

      …………………………………………………………………………………………………
      …………………………………………………………………………………………………
      …………………………

2. Do you have any suggestions on how to involve the 22 boroughs who did not take part in the project?

   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   …………………………………………………………………………………………………
   ……………………………………………

G: Feedback

1. Is there anything you would recommend we change if we run a future project?

……
……
………………………………………………………………………

APPENDIX 7: SUMMARY OF THE FEEDBACK QUESTIONNAIRE

In the five point scoring scale used on the questionnaire

- 1 = Ineffective / Inappropriate / Not well
- 5 = Very effective / Appropriate / Very Well

Project Participation – An Effective use of time?

12 out of 14 respondents scored this as 4 or 5 (i.e. Effective or Very Effective)

All respondents scored 3 or above.

(Questionnaire Section D (2): Benefits: Question 2)

Key Lessons noted by Participants

The following are the most commonly noted key lessons (directly taken out of questionnaire responses):

- It is important to gain awareness of other boroughs' solutions to similar problems / barriers.
- Alternative policy and strategy that can be applied to solve a problem that has otherwise stalled.
- Good coordination is required between officers, and organisational relationships can affect the ability to deliver good cycle schemes.
- It is important to promote the transfer of good practice and of ideas across boroughs.
- LCN+ project is patchy all over London. (NB *The details prompting participants to make this observation were not discussed).*
- Cycle parking is an issue, particularly in residential areas.
- A variety of creative and cost effective ways of delivering cycle training are being used.
- A variety of creative and cost effective ways of delivering cycle programmes and infrastructure through Section 106 funding are being used.
- There is still no consensus on appropriate infrastructure for different locations.
- Putting in cycle infrastructure at the expense of motor vehicle capacity is difficult everywhere.

(Questionnaire Section D: (2): Benefits Question 3)

Visit – Length, Planning and Content

Three boroughs hosted one day visits, eight boroughs hosted one and a half day visits. The one day visits were convenient but could be rushed as they offered less time for feedback and discussion. The one and a half day visits allowed more time for discussion and feedback; however, the longer visits involved participants in more travelling and time out of the office. Participants' views on visit length reflected their personal circumstances e.g. time available, especially for part time officers and learning style.

(Questionnaire Section B: Practical Information: Question 1)

Visit contents were determined by the host borough working with the CTC facilitator at a planning meeting six to eight weeks before the visit took place.

All fourteen respondents scored this as 4 or 5 – i.e. working well or very well for them. Comments included:

"CTC helped the boroughs to be concise in what they presented and to be clear of their aims (what they wanted from the visit) and how they (i.e. the borough) will benefit and how to manage time best."

"Positive – gave opportunity for hosts not to cover issues raised a previous visits (i.e. cycle training – again)."

(Questionnaire Section B: Practical Information: Question 2)

"All the visits were constructive and were well planned – and gave a good insight into the boroughs."

(Questionnaire Section B: Practical Information: Question 1)

Group Size

Eleven London boroughs participated in the project. Twelve out of fourteen respondents rated this as 4 or 5 (Effective or Very Effective). All scored it 3 or above.

Comments included:

"There were enough boroughs to spark a debate and to produce good feedback on all the issues identified."

"Just about the right group size."

"Good – any less than eight would not have been useful – you are drawing on experienced, semi experienced and new officers if you have about twelve."

"Could not justify eleven two day visits considering my role in the borough"

"Good for a wide range and breadth but too much for a half time employee in terms of commitment"

(Questionnaire Section B: Practical Information: Question 1)

Benchmarking– Peer Review Approach

Ten out of fourteen respondents scored the system of peer review as a benchmarking tool as 4 or 5 (Effective or Very Effective).

All respondents scored three or above.

Comments included:

"The borough will benefit from comments/suggestions from others, and seeing examples of what I want to do in practice"

"It helped give objectivity to the rating of different items."

"Effective and useful tool within the borough to change things and provide the prospect to change some more. Green councillors were calling on benchmarking in the borough for all sustainable objectives. And cycling gave them this tool."

"It gave the host an indication of what is required to improve their procedures."

"Sometimes feedback was given on issues we've already made sensible policy decisions about, so we are not going to change it anytime soon."

"On a personal view, I felt some of the things we thought would have been a benchmark were missed."

(Questionnaire Section C: Using the Benchmarking Approach: Question 1)

The Performance Improvement Grid (PIG)

This system worked well for the group on the whole and the PIG was seen as an aid to objective review and in helping to focus related comments and discussion. The majority of the feedback on suggestions for improvements to the PIG reflected the need to change the 'Do More' heading wording to make it clearer. Some confusion over whether items should go under 'Stop Doing' or 'Start Doing' or the 'Do Differently' heading was also indicated.

The Visit Reports

Not all visit reports had been finalised by date of the Consolidation Workshop. However, those who have already received reports reported the following uses:

- *"Define some action points e.g. design of a scheme"*
- *"To back up decisions we'd already made! "*
- *"To congratulate staff on work carried out"*
- *"To thank partners e.g. LCC local group"*
- *"To help push for new / improved work streams"*
- *"To justify time spent on the project. "*
- *"To guide and encourage our engineering and highways teams. "*
- *"Reminder of what happened. Inspiration for funding bids"*
- *"Showed what a significant piece of work the borough visit was"*
- *"Showed that it is useful to get peer review i.e. critical thinking from others, and that many of our borough's schemes are robust enough to come out well."*
- *"Recognition firstly, secondly credibility but thirdly some are blissfully unaware of what is happening in cycling "*
- *"Raising of my personal profile, but no other positives as yet; - senior management now on-side regarding cycling, but reluctant to interfere with [the] day to day work in [the] department "*
- *"It was pleasing to see we had over nine benchmarks – this information went to our Members and senior officers who were very pleased with the outcome."*

Some are planning to use the reports in some of the following ways:
- *"For Sustainable Forum / Councillors, to drive through policies in borough – as recognition, as cycling to be championed through borough. "*
- *"Use the scoring to influence what projects the borough decides to proceed"* with and/or bid for, as good reasons to do it. i.e. They have, so why not us?
- *"Circulated to colleagues for feedback and thoughts"*

The group made some very helpful suggestions process could be made even more valuable such as the comments above regarding the headings in the PIG

Performance Improvement Grid. Their suggestions will be invaluable in informing the planning of any future benchmarking projects and other initiatives in London.

APPENDIX 8:

SUMMARY OF OTHER APPROACHES TO BENCHMARKING AND AUDITING

BYPAD (Bicycle Policy Audit)

BYPAD is a tool to evaluate local cycling policy and improve its quality. It has been developed since 1999 with the support of the EC and more that 100 towns and cities, in 20 European countries, have taken part. Throughout this period CTC has kept in touch with those developing it.

The feedback from those participating is that the process has helped raise the profile of cycling in their local authority and focus resources and where they are most needed.

Audits are carried out by trained and certified auditors from the participating countries.

The process involves a self completion questionnaire, normally answered independently by three politicians, three officers and three local users, with a score being attributed to each of nine modules which together ensure a balanced cycling policy. The auditor then facilitates a "confrontation and consensus meeting" of this evaluation group, focussing on differences in the scores attributed to each question, with a view to arriving at a consensus. The Auditor then produces a report with recommendations and priorities for action.

Possibly due to the ERCDT audits in 2003 and 2004, there has been little take up of the scheme in the UK, although Birmingham, Liverpool and Southwark have participated in the process.

The BYPAD audit involves some 15 to 20 days of the Auditor's time, for a city with a population of 60k to 100k.

BYPAD also offers the opportunity for participants to share experience with other towns and cities in the programme. There has been very positive feedback from participating towns and cities.

English Regions Cycling Development Team Progress Reviews

English Regions Cycling Development Team undertook Progress Reviews of all English local authorities in 2003 and 2004. These were carried out for the National Cycling Strategy Board and assessed each English local highway authority under each of 10 criteria, with a score of between 0 and 5 being awarded for each.

The first round of these was largely an external assessment undertaken in discussion with various representatives of the local authority. The second year the process was adapted to include more of a self-completion element. These Progress Reviews were received with mixed feelings by local authorities, some of whom found them very helpful whilst others were unhappy with them. They ceased when the ERCDT was disbanded in 2005.

Cycling Scotland National Assessments

Cycling Scotland carried out a National Assessment of cycling activities in all local authorities, which was published in March 2005. This was developed from the ERCDT audits and used a modified methodology to undertake this study which focuses on local authority plans and policies related to cycling and to the engagement of stakeholders.

Information for this assessment was gathered from the study of local authority policy documents, strategies and any progress reports; published data and indicators; and communications with individual Local Authority designated cycling officers and other stakeholders. The information was then collated using a structured methodology and scoring system, using eight criteria and a report published in 2005.

Cycling Scotland is currently carrying out the second National Assessment of cycling policy, strategy and delivery. It is anticipated that the resulting report will be published in 2008.

The purpose of the assessment is to encourage an organisational culture that ensures cycling becomes a realistic travel and leisure choice for the travelling public. It builds on the assessment of local authorities carried out during 2004/05, however it will have a broader remit than that first report, incorporating Regional Transport Partnerships, Transport Scotland and the Scottish Government.

Biking Balance, The Netherlands

In 1999 a long-term benchmarking project started at the Dutch Cyclists' Union. This project was funded by the Government initially for three years. The Biking Balance project invited all the large municipalities in the Netherlands to draw up a balance on cycling policy as objectively as possible, using measurable data. The Biking Balance offered the participating municipalities clear insight into the strong and weak points of their cycling policy and gave them the chance to compare their achievements for cyclists with the achievements of other municipalities and with standards and national policy targets.

The research that made up the Biking Balance was done within four different surveys:

- Questionnaire for the municipality
- Questionnaire for the public
- Analysis of national data
- Quick Scan Indicator for cycling infrastructure

APPENDIX 9: GENERAL BENEFITS

In addition to specific initiatives included in their action plans participants identified a range of wider benefits. These wider benefits were recorded during an open feedback session at the Consolidation Workshop and on the questionnaire. We grouped the participants' comments under thematic headings and list them below:

a) Raising the Profile of Cycling in the Host Borough
- *"Benchmarking raised the profile of cycling to management level… Prompting changes in-house. "*
- *"Show-casing the host borough's projects in a forum where councillors and management are present. "*
- *"Raising awareness of cycling issues within senior management – "opening the conversation".*

b) Vehicle for Learning and Transfer of Ideas
- *"Personally found the benchmarking events a valuable learning tool in my role – which I was new to "*
- *"Problem Sharing. "*
- *"Sharing knowledge. "*
- *"Talking about the principle of change"*
- *"Transfer of good ideas from other boroughs: such as the BMX track and Tunnel. "*
- *"Have ideas confirmed by respected colleagues. "*
- *"Appreciation of a superb range of ideas stemming from other boroughs. "*
- *"New ideas and ways of thinking. "*
- *"Advice and suggestions on our initiatives. "*
- *"Education in a variety of approaches to providing a cycle network (examples of good and bad practice) "*
- *"Confirmed my ideas about what works"*

c) Showcasing innovation
- *"Great way to showcase innovation. Where it works there is the opportunity to spread across London"*

d) Designs / Infrastructure Problems and Solutions
- *"Seeing simple and effective design solutions"*
- *"Input and ideas on engineering / cycling schemes"*
- *"Greater understanding of barriers faced when implementing cycle schemes and solutions: A13"*
- *"Confirmation of our views on existing bad infrastructure."*
- *"Appreciation of how bad some of the infrastructure still is in other boroughs.*
- *"Poor cycling infrastructure in outer London"*

e) Improving knowledge
(i) London wide issues
- *"Better informed about what's going on – good and bad – in the rest of London. "*
- *"Appreciation that LCN+ is very unlikely to be finished by 2010."*

(ii) Other boroughs' activities

- *"Visiting parts of London and seeing boroughs not previously visited and would never have reason to visit"*
- *"Promotion of cycling for different ages, races & cultures."*
- *"Great to see other boroughs' best practice to help in our delivery of improved cycling"*

<u>(iii) Other boroughs' structures</u>
- *"Appreciation of the different structures in each borough."*
- *"Coordination between officers of different departments."*
- *"Knowing the right person - responsibility areas in the borough."*
- *"Understanding different structures within boroughs and different (staff) resources available"*

f) Working with internal and external partners
- *"Focus on our own work. Organising our event was a good way to bring together various groups within the borough working on cycling."*
- *"Identifying potential external partnerships"*

g) Best Practice
- *"Cycling measures or facilities as part of Section 106 Agreements."*
- *"Cycle training in Barking and Dagenham."*
- *"Seeing good examples and good practice in other boroughs."*
- *"Learning about good practice examples of ways to promote cycling (i.e. complementary measures). The visits contained a diverse range of examples."*

h) Inspiration and Motivation
- *"Being inspired by the enthusiasm and "can do" attitude of other boroughs' personnel."*

APPENDIX 10: ACTIONS ALREADY TAKEN BY BOROUGHS AS A RESULT OF THE PROJECT

LONDON CYCLING BENCHMARKING - IDEAS ALREADY USED		
Idea	**Thief**	**Source**
Cycle parking	Islington Southwark	Hackney
Block paving - park path intersection	Islington Southwark	Haringey
Change priorities at roundabout junction	Tower Hamlets	Lambeth
Cycle logo on paving slab	Barking and Dagenham Hackney	Islington
Contra flows	Lewisham Southwark	Ealing
Joint working	Tower Hamlets	with Hackney
Cycle training ideas for Bike Week "Train the Trainer" - Road Safety Officer's approach	Southwark	Barking and Dagenham
Sinusoidal humps	Haringey Ealing	Islington
Trevor is "becoming the glue" (Co-ordination between people working on cycling)	Sutton	Tower Hamlets
Train the Trainer (STA Bikes)	Haringey	Hackney

Other Actions mentioned by Participants on the Questionnaire

- *"Action planning using the report – redesign of street scheme to increase permeability"*

- *"Used the research and knowledge of methods for specific delivery of some projects"*

- *"Building the process of benchmarking scoring into the Local Implementation Plan bids and work plan until December 2008"*

- *"Writing a cycling master plan for a major new development"*

APPENDIX 11: SUGGESTIONS ON INVOLVING THE OTHER 22 BOROUGHS

Suggestions from participants on how to involve the 22 boroughs who did not take part in the London Cycling Benchmarking Project :

- *"Use this success to promote the benefits to the boroughs, demonstrating that the time required is worthwhile."*

- *"Hold half or one day event where 4 to 5 of the original boroughs show snippets of their host events and what they got from it, to convince others to take part. "*

- *"Stage a road show. Invite officers from London boroughs who did not participate in the London Cycling Benchmarking Project to a one day event show-casing results".*

- *"Send a publication / report indicating the benefits that have been experienced by all participants to the officers who did not participate in the London Cycling Benchmarking Project."*

- *"Involve London Councils – show examples of how the benchmarking project can be a template for other schemes. Focus on sustainable transport as often each local authority is trying to invent the same tools for the job. Link up with the Good Going team to see where there are linkages. With the possibility of more funding going into boroughs may soon have to take cycling seriously. A start would be to use the regional bodies (SELTRANS etc.) to set up mini benchmarking around sustainable issues – starting with a half day workshop that one borough would host, with support from CTC as they have the tools. Not a round the table "what are you doing" but a few presentations of what is actually happening - good and bad, success and failure (we learn much more when things go wrong)."*

- *"Have good quality cycling development officers who are committed to cycling. They can then be trained up accordingly."*

- *"Reduce group size. Target ones that are positive about cycling."*

- *"Perhaps group boroughs and do 1 day visits or 2 days over 2 boroughs. Make time by reducing repetition – choose 1 best borough for each area. i.e. not cycle training and travel awareness at every borough."*

- *"Two or three officers from this [project group] to visit [other] boroughs to talk and see how they work. [Make an] Opportunity [to undertake] work shadowing either way: to their borough or to your own."*

- *"TfL fund staff time to allow one person from every borough to attend."*

- *"Give the boroughs financial incentives to take part."*

  (Questionnaire Section F: Future Initiatives: Question 2)

APPENDIX 12: BEST PRACTICE CASE STUDIES

This appendix includes examples of case studies, one per borough. The selection is intended to convey the breadth and diversity of cycling issues covered in the project.

The case studies selected, therefore, are the more unusual and thought provoking ones, not necessarily the borough's "best". The London Cycling Benchmarking case studies are being added to the CTC website:
http://www.ctc.org.uk/DesktopDefault.aspx?TabID=3777#section9

The complete set of London case studies will be on the CTC website by September 2008.

PROVIDING FOR CYCLING OFF ROAD
London Borough of Barking and Dagenham

Cycling is allowed in parks in Barking and Dagenham which gives access to a wider range of routes, complementing the on road network. It also provides places for those new to cycling to develop their basic bike handling skills. Where possible, these routes are aligned to an east – west and north – south grid. The routes are in good condition and a shared use approach is taken (i.e. un segregated) where feasible.

The A13 tunnel (Charlton Crescent Subway) is a striking and unique feature of Barking and Dagenham's off road provision. York stone and green slate have been used to create dramatic facades at each end. Constructed of clear glass and resin, the floor of the tunnel creates 'pools' at the entrances and flows through the subway like water. This is further enhanced by the use of colour in the subway and the installation of sequenced LED lighting bands positioned at regular intervals along the circular 'bore' of the tunnel. The tunnel is part of A13 Artscape, one of the most ambitious and innovative public arts projects in the UK.

Barking and Dagenham have used greenway funding to provide a route to the BMX track in Old Dagenham Park, making it possible to travel to the track by bike. The BMX track provides entertainment and is a way of getting children and teenagers cycling.

Peer assessment of this initiative (February 2008)

- Positive attitude to cycling in parks

- Shared use in parks and next to minor road - without using white lines

- Good condition of cycle lanes in parks

- Tunnel – Artwork project creates illusion of the tunnel being bigger and more inviting. (A13 underpass – Site Visit 1).

- Greenway funding used to provide route to BMX track

- BMX Track – provides entertainment and is getting kids cycling

Contact Nick Davies for further information
Email address: nick.davies@lbbd.gov.uk

PROMOTING CYCLING AND CYCLE TRAINING WIDELY AND IN INNOVATIVE WAYS
London Borough of Brent

Brent actively promotes cycle training to a wide range of potential learners including adults and experienced cyclists too. They target community groups for cycle training too which helps to get more people taking up training.

One particularly interesting approach to promoting cycling and, indirectly, promoting cycle training is the use of theatre in schools. Incorporating cycling in the wider agenda of promoting sustainable development, means children and young people see the role cycling can play in reducing carbon emissions. Cycling and getting cycle training is seen as part of a bigger picture rather than seen in the context of road safety.

They aim to make events and training an incentive for schools to become more sustainable. They make it interactive and fun and try not to preach or bore people with education. They emphasise the self interest angle – i.e. cycling saves money and time (both travelling time and exercise/gym time).

By co-operating with other departments and bodies with a similar agenda they are able to make a bigger event which is a bigger attraction. They buy in "fun shows" (e.g. stunts, activities which stress the "cycling is cool" message.

Peer assessment of this initiative (November 2007)

⚐ Active promotion of cycle training – includes adults, experienced cyclists and others

⚐ Targeting community groups for cycle training

⚐ Theatre in schools to promote sustainable development and cycling (rather than the traditional Road Safety approach)

↗ Buying in "fun shows" (e.g. stunts, activities which stress the "cycling is cool" message

Contact Antony Palourti for further information
Email address: antony.palourti@brent.gov.uk

CYCLE TRAINING AND DIRECT SUPPORT FOR CYCLING
London Borough of Ealing

Direct Support for Cycling (DSC) helps new cyclists with all the knowledge, training and equipment they need both to start cycling and to successfully continue to do so.

Ealing considers Direct Support to be a critical element of any programme of support for actual or potential cyclists. It is necessary for *"More cycling, more safely, more often".* It is operated by committed and enthusiastic everyday cyclists on a professional basis. It is integrated into other cycling and sustainable transport programmes and policies, whether existing (motor traffic reduction) or potential (support for the cycle trade). Direct Support is a way of empowering those new to cycling and includes:

Training and other Support Measures
Ealing provides national standard training and is willing to spend the time and money to take people from complete beginner to level three standard. All of the following measures contribute to developing people's ability to start and to continue cycling:

- o On-road cycle training (CTUK have been working with LB Ealing for 7 – 8 years to provide training
- o Bike buddying
- o "Keep riding" assistance programmes
- o Dr. Bike health checks
- o Domestic parking
- o Maintenance classes
- o Estates projects
- o Advice (advice that an experienced everyday cyclist gives as one-to-one advice to someone who is not yet an everyday cyclist).

Ways of dealing with obstacles to everyday cycling
They consider it crucial to equip someone with the knowledge and skills they need to overcome what can be obstacles to cycling. They enable people to:
- o Locate and use local bike shops
- o Set up, maintain and use a bicycle on a daily basis
- o Secure a bicycle at home, on the street and at work
- o Achieve correct positioning on the road
- o Be aware of basic rights and responsibilities

Direct Support involves them in working with a wide spectrum of people including those in traditionally hard to reach communities. In their work with schools, they have identified those schools needing extra support with equipment (i.e. deprived areas). Help with the equipment has enabled pupils at these schools to also benefit from training.

Peer assessment of this initiative (June 2007)

- Direct Support for Cycling – attitude, being prepared to spend the time and money to get people cycling

- Cycle training – "all the way", principle of taking people from complete

beginner (level one) to level three

- Targeting the traditionally "hard to reach" demographic

- Cycle lockers on estates (free of charge to residents)

- Training outsourced to professional national standard accredited company (Cycle Training UK)

- Schools – identifying those schools needing extra support with equipment (i.e. deprived areas)

Contact Bob Davis for further information
Email address: Robert.Davis@ealing.gov.uk

POLITICAL SUPPORT AND RESOURCES FOR CYCLING
London Borough of Hackney

Hackney has political support for cycling and is one of the boroughs at the forefront of the general increase in cycling in London. It has a comprehensive Council Travel Plan in place and measures taken to reduce car use include reducing car parking spaces and free cycle training.

Hackney's Local Improvement Plan has the following objectives:
1. Improve transport sustainability and choice for all
2. Manage the demand on the network
3. Reduce the harmful environmental impact of transport, such as noise, pollution and visual impacts
4. Reduce car dependency
5. Improve safety and security for all travellers
6. Support physical and economic regeneration
7. Integrate the streetscene and transport interchanges

The approach to promoting and encouraging cycling is to work with all the objectives and use every opportunity to integrate cycling into achieving these objectives.

Cycling is well resourced and is spread across all team area:

- **Traffic Team:** Principal Engineer + 3 engineers
- **Transport Team:** Cycling Liaison Officer (with some STP)
- **Transport Team:** Travel awareness & Council Travel Plan
- **Transport Team:** STP x 2
- **Road Safety Team:** runs cycle training programme
- **Transport Team:** Work place travel plan (1 day/ week from TGP)

Cycling also has wide ranging support across different departments enabling productive joint working. It enables schemes to be introduced such as a bike mileage allowance, a salary sacrifice scheme for cycle purchase and reducing car parking space. These steps are not always easily achievable as in some authorities other departments (e.g. HR, Estates) can be reluctant to make the necessary adjustments.

Peer assessment of this initiative (February 2007)

Ⓐ Political Support

Contact Alix Stredwick for further information
Email address: alix.stredwick@hackney.gov.uk

PROVIDING RESIDENTIAL CYCLE PARKING WORKING WITH RESIDENTS, HOUSING AND PLANNING DEPARTMENTS
London Borough of Haringey

Haringey Transportation Planning department has worked with the Housing and Planning departments to install residential cycle parking on estates. Residents had been storing their bikes in hallways and on balconies which was unsatisfactory. Transport for London funded a pilot scheme.

The following locations were chosen:
- Reed Road
- Rohela Close
- Winkley Close, Muswell Hill

Constraints within which they had to work were:
- Limited space for the cycle parking facility
- Safety of children – children like to climb things which ruled out several design options
- Vandalism – vital to avoid the types of cycle parking which are easy to vandalise
- Appearance – cycle parking needs to fit in sympathetically with the design of the estate and the surrounding area and be acceptable to residents

They opted for a glass cycle shelter as glass is less likely to attract graffiti and it is not possible to climb. One year after installation, it has not been vandalised, a mix of bikes are stored there – some are maintained, some are not.

The borough gave residents a choice of colours. This approach worked well as the residents were involved in the choice. However, as the borough chose the design it cut costs when buying several shelters as colour was the only part of the specification which varied. It was noted that the suppliers' costs varied greatly. The cycle shelter chosen cost £4,000 for 10 spaces. It was cheaper than lockers.

Residents requested keys from the Housing department. There was some delay issuing the keys as they needed to work out a charging system and the legal situation (i.e. establish an agreement with cycle shelter users regarding using it at their own risk etc). They have had some problems with residents losing keys.

Monitoring the situation is a challenge as the borough need to stop people using it for broken bikes or other items. So far this has not been a problem and it is only used for bikes.

Peer assessment of this initiative (January 2008)

✗ Getting Housing and Planning Departments involved in the design and running of cycle parking for residents

Ҡ Estate Cycle Parking
  - extensive consultation with residents
  - vandal proof design

Ҡ Cycle Parking – value for money - £4,000 for 10 parking spaces

Contact Maurice Richards for further information
Email address: maurice.richards@haringey.gov.uk

DESIGNING FOR CYCLING
London Borough of Islington

Islington have examined the problems of some specific sites and effectively addressed these with bespoke solutions. Where possible, they have installed useful yet simple measures to benefit cyclists such as cut throughs and contraflows.

Highbury Place is one example of a contraflow. It opened in November 2006 following consultation to improve pedestrian and cycle access to Highbury Fields. At a cost of £250, they removed bollards and other clutter. They also provided a step free surface and cycle contraflow and installed a Wayfinding board. It was officially opened with assistance from Terry Holland, the UK's Strongest Man.

The Sussex Way Bridge Cycle and Pedestrian Shared Space - Link 106 had no dedicated cycle facilities in April 2005 when a CRISP Study was carried out.

Vehicle deterrent paving and a locked gate prevented cycle access while maintaining fire access. Both parking and deterrent paving were obstructing cycle access. Islington officers consulted the fire service who initially objected to the permanent closure of the link.

However, when the fire service was told that the bridge was not technically strong enough to take the fire engine, they were persuaded to use local alternatives.

Parking was removed to create a pedestrian and cyclist area. They also removed barriers to cyclists and segregated pedestrians and cyclists to avoid conflict. They repaved the bridge and installed bollards to prevent unauthorised vehicle access.

Islington aims to take into account the public realm when designing for cycling and, where possible, to ensure the design fits in well with the overall streetscape. The granite cycle logos used on the bridge are one example of this approach. Another example is the careful, targeted use of green paint to denote cycle lanes.

Peer assessment of this initiative (May 2007)

- ⩱ Granite cycle logos (work well with streetscape)

- ⩱ Use of road closures and simple designs (still allows emergency vehicle access)

- ⩱ Highbury Place Contraflow

- ⬀ Careful, targeted use of green paint

Contact Will Umney for further information
Email address: Will.Umney@islington.gov.uk

USING THE NATIONAL STANDARD TO INFORM DESIGN OF CYCLE FACILITIES
London Borough of Lambeth

Lambeth has a "joined up" approach to cycle facilities and the National Standards (i.e. any facilities for cyclists should be designed to enable and encourage cyclists to cycle following national standard principles). The Lambeth view is that designing for cycling should

- Enable people to cycle in the National Standards style
- Permit them to do so - send strong message to drivers
- Encourage people to cycle in the National standards style

They are aware that not all of the existing facilities in Lambeth are designed in this way. However, over time, they plan both to modify existing facilities which do not conform and to apply the approach when creating new facilities.

Any physical measures should always support and encourage cyclists to cycle according to national standard principles such adopting the optimum road position which varies according to the circumstances.

- o Cycle well away from the kerb
- o Cycle well out in the lane when passing side roads
- o Take the lane at junctions

They recognise that some measures which help pedestrians may not be helpful for cyclists such as central refuges. This can be a dilemma and compromises may have to be made.

Peer assessment of this initiative (March 2007)

✧ Promoting a "joined up" approach to cycle facilities and the National Standards (i.e. any facilities for cyclists should be designed to enable and encourage cyclists to cycle following national standard principles)

Contact for Richard Ambler for further information
Email address: RAmbler@lambeth.gov.uk

FUNDING CYCLING THROUGH DEVELOPMENTS
London Borough of Lewisham

Lewisham are directly involved in Development Control activities, to plan for and promote cycling. Development control, including Section 106 agreements and associated funding, can be an important contributor to getting funding for cycling infrastructure and supporting initiatives like travel plans. Lewisham's approach is to consider local centres (e.g. Catford) and look for development opportunities and to make the most of the opportunities for achieving cycling improvements. For example, the North Lewisham Links Strategy is working with Sainsbury's supermarket and looking at introducing a light traffic route to run parallel to the New Cross Road. This would be a more attractive option for walkers and cyclists than the A2.

Another example is a residential development where Section 106 money has been secured for cycling. A car park will be provided in the basement (the only option in this area) with 14 spaces. Therefore, not all the residents will be able to own cars, making a strong case for using Section 106 money for cycling. In this development, cycle parking has been included in the plans and each residential unit will have a bike parking space.
Additionally, Lewisham wanted to create a link between Douglas Way and New Cross Road at a cost of £60,000 and the developers agreed to this proposal.

Lewisham have had a Section 106 Monitoring Officer in post since October 2006. The Monitoring Officer checks that Section 106 funds are spent appropriately. The Officer has improved the process for monitoring Section 106 agreements and also for obtaining the money using a system of staged payments. Developers pay some at the construction stage and the remainder once the building is occupied. To make sure that the borough is delivering on its Section 106 commitments and spending the money as agreed, Lewisham sets up an agreement with the developers. For example, "If a toucan crossing is not in place in 5 years time (2012), LB Lewisham will pay the money back to the developer."

Lewisham works out the cost of the cycle development and ask the developer for this amount. Space constraints mean that car parking cannot be provided for all residents in new developments. The approach to car parking (i.e. not providing it as a matter of course in new developments) is not purely due space constraints. It is also politically led, by the Green Party in Lewisham. Sustainable developments do not allow car parking.

In future, Lewisham are considering asking for Section 106 money to fund travel plans.

Peer assessment of this initiative (October 2007)

- Funding a monitoring officer from S 106 money to ensure agreed money is collected from developers

- Integrating cycling accessibility into major developments such as Cornmill Gardens. Efforts to get Section 106 money for cycling projects

☫ Cycling on the agenda for Local Development Framework and land use planning

Contact Carole Crankshaw for further information
Email address: carole.crankshaw@lewisham.gov.uk

PARTNERSHIP WORKING TO TACKLE CYCLE THEFT
London Borough of Southwark

Southwark are proactively working with partners in a variety of ways to tackle to the problem of cycle theft. Southwark have taken an "intelligent approach" and accept that cycle theft might go up as there are more bikes around to steal. Their priority is to encourage cycling and continue to put in cycle parking facilities rather than adopting the "if we don't put in parking there'll be fewer bikes around to steal" attitude. In the short term, they cannot keep pace with demand and, in some situations, are willing to live with bikes being parked on railings etc.

The Bike Lock Project (Lock it or Lose It) was a partnership involving Safer Southwark Partnership and the bike shops, Evans Cycles and On Your Bike. The project aimed to raise awareness of all the issues relating to bike security from advising on types of locks and techniques for reducing the chances of your bike being stolen to the details about registering your bike with www.immobolise.com. To encourage cycle users to invest in good quality locks, they gave out information leaflets with vouchers giving a 30% discount on a lock worth £40 or more. Southwark monitored the project and are honest about its shortcomings. They have realized that 30% is not sufficient to get those who have only ever had a cheap lock to spend money on a good quality lock. If they run the project again, they would go for 50% or 60%.

Safer Southwark Partnership has stall at the Freshers' Fair to engage with students and educate them on a range of safety and security issues including specifics regarding cycle theft.

The police ran a bike sting which enabled them to track specific bikes and make some arrests.

Peer assessment of this initiative (December 2007)

- Bike Lock Project – impressive range of stakeholders and funders

- "Lock It or Lose It" - proactive approach to cycle theft. Discounted locks

- Safer Southwark Partnership – stall at students' Freshers' Fair

- Bike Sting project – tracking the bikes resulting in arrests

- Bike Lock project – monitoring the project and being honest about its shortcomings

- Recognising that as cycling increases, cycle theft will increase and taking an intelligent approach

Contact Roger Stocker for further information
Email: Roger.Stocker@southwark.gov.uk

LINKING WITH OTHER AGENDAS AND INITIATIVES TO PROMOTE CYCLING
London Borough of Sutton

Sutton has recognised the need to market and promote the benefits of cycling and opportunities for this activity, to both cyclists and non-cyclists. Great emphasis is placed on partnership working.

Sutton Youth Service provides summer holiday activities in partnership with Ecolocal, a local environmental charity who operate "BikeStreet". This delivers basic cycle maintenance courses to the more challenged children in the Borough. Those involved gain simple AQA qualifications.

The Ecolocal cycle delivery service demonstrates a positive application of cycling. The service operates anywhere within the London Borough of Sutton and beyond, with same day or next day delivery of packages up to 250kg.

With the Sutton Obesity Alliance, a campaign has been launched to help residents get fit and beat obesity by changing travel habits. Recently promoted through the "File the Miles"campaign, residents recorded the miles they travelled by walking and cycling for a chance to win prizes.

Through the Gear Up project for the disabled, Sutton is working with stakeholders to develop a "Cycling For All" centre. This will encourage bike use by both able and less able adults and children.

Sutton has plans for a GP referral project. Patients will receive cycle training or advice on cycling as part of their care program.

Experienced personal travel planners have helped individuals discover travel options available to them. They have worked with gyms and sports & leisure centres, as well as making doorstep calls; 66% of households have participated in the scheme and 70% of these requested further information.

Peer assessment of this initiative (March 2008)
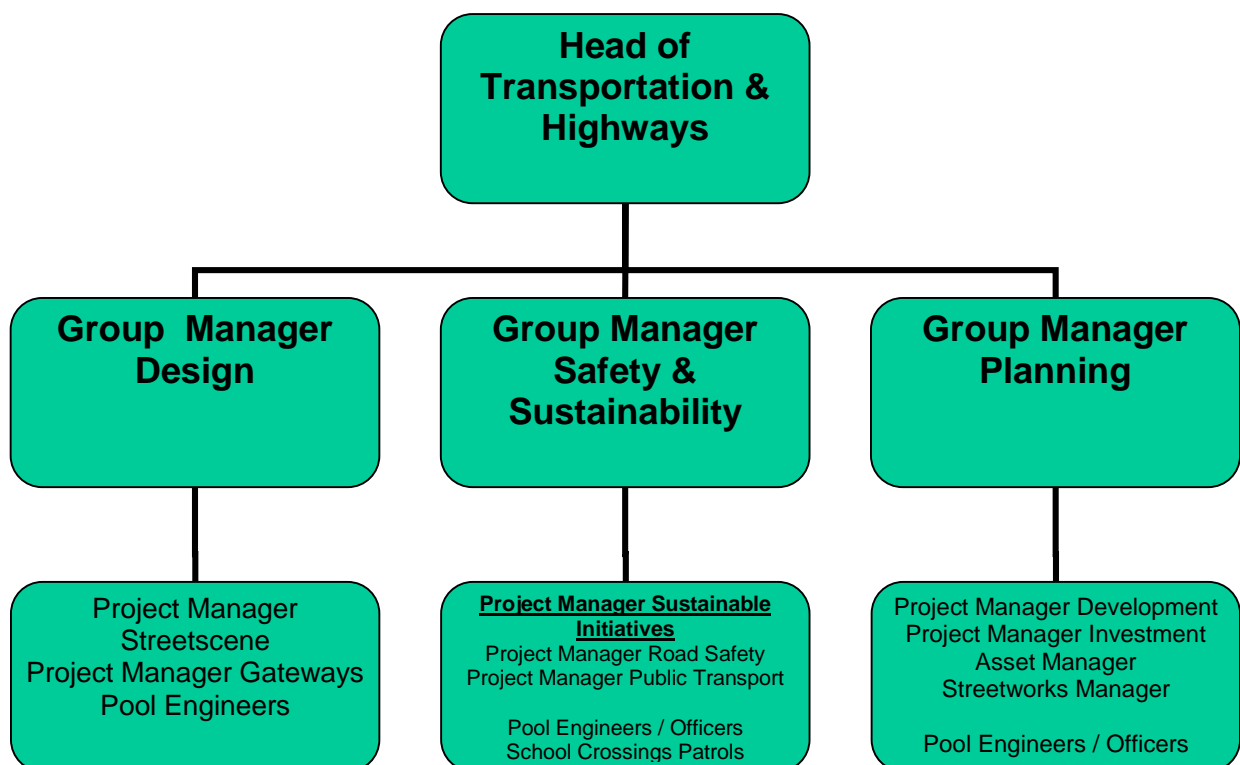
   ☩ Linking to Sutton Obesity Alliance

   ☩ Gear Up project – intention to work with the disabled

   ☩ EcoLocal cycle delivery / courier service

   ↗ GP referral scheme for cycling

   ↗ Personal Travel Planners – gyms, sports & leisure centres, doorsteps

Contact Trevor Lenthall for further information
Email address: Trevor.Lenthall@Sutton.gov.uk

DELIVERING FOR CYCLING THROUGH A COHESIVE DEPARTMENTAL STRUCTURE
London Borough of Tower Hamlets

The integrated departmental structure of the Transportation & Highways team enables and encourages people from different professional areas to work with each other to deliver the cycling strategy. Teams include staff with varied skills and professional backgrounds. Pool engineers report into project managers, ensuring that communication takes place regarding the different elements of projects and schemes. Staff are able to have a better understanding of all the factors and different dimensions critical to success of a project. The team oversees all project phases (from start to finish).

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                    Head of
                 Transportation &
                    Highways
        ┌──────────────┼──────────────┐
   Group Manager   Group Manager   Group Manager
     Design         Safety &        Planning
                  Sustainability
        │              │               │
  Project Manager  Project Manager   Project Manager Development
  Streetscene      Sustainable       Project Manager Investment
  Project Manager  Initiatives       Asset Manager
  Gateways         Project Manager   Streetworks Manager
  Pool Engineers   Road Safety
                   Project Manager   Pool Engineers / Officers
                   Public Transport

                   Pool Engineers /
                   Officers
                   School Crossings
                   Patrols
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Peer assessment of this initiative (September 2007)

Effective structure of department, resulting in effective planning, design and implementation of schemes and initiatives. The team retains control throughout the process (seeing schemes through from start to finish)

Contact Ashraf Ali for further information
Email address: ashraf.ali@towerhamlets.gov.uk