How to set up a successful bike fleet | A TOOLKIT

Prepared by
The Bicycle Federation of Australia for
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Acronyms used in this Toolkit include:
BFA Bicycle Federation of Australia
DEW Department of the Environment and Water Resources


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Table of contents

1 The purpose of this Toolkit
2 Defining bike fleets
3 Why bike fleets
4 Starting a fleet
  4.1 Learning from experience
  4.2 Bike fleet snapshots
  4.3 Be clear about what you want
  4.4 Why do you want a fleet?
  4.5 The “Business Case”
  4.6 Who will set up the fleet
  4.7 Gaining management support
  4.8 What, who and where
  4.9 Other information required to set up the bike fleet
5 Selection of equipment
  5.1 General comments
  5.2 Specific issues
6 Managing a fleet for success
  6.1 Measuring success
  6.2 Risk management
  6.3 Operating procedures
  6.4 Maintenance
  6.5 Replacement policy
  6.6 Disposal of fleet bikes
  6.7 Communication and promotion
  6.8 Training
  6.9 Bicycle user groups [BUGs]
  6.10 Other support programs
  6.11 Workplace and end-of-trip facilities
  6.12 Tax implications
  6.13 Financing options
7 Evaluation
8 Bibliography
9 Glossary
10 References
Foreword

It is a great pleasure to write a few introductory words for this Toolkit on establishing and managing bike fleets.

I have been involved in many aspects of bike riding, from the Olympics and the Tour de France through to coaching, and simply enjoying touring and riding with my kids. However, one of my most satisfying bike-related experiences has been teaching the first Federal Police bike fleet to patrol the grounds of Parliament House in Canberra.

The officers involved got a great deal of satisfaction from using and mastering the skills of policing using a bike, and it soon became apparent just how effective bikes were in this role. The ability to quickly and easily access every part of the extensive grounds of Parliament House, increased awareness of activity there, better crowd control and the greatly improved interaction with the public have made the bike patrol a winner.

Training the police officers to be safe and effective while using their bikes has reinforced for me that there are many other situations where bikes can be beneficial in the workplace. The enjoyment and esprit de corps that quickly developed among the cycling officers was obvious and something that will certainly be appreciated by any organisation, not to mention the substantial health benefits enjoyed by many of them.

I hope that this Toolkit stimulates many organisations – local councils, companies, government departments and others - to spend the small amount of money and effort needed to make their staff happier, healthier and more effective by helping them get out on a bike. You will probably find that your fleet actually saves you money through increases in productivity and lower transport costs, not to mention staff well-being.

Stephen Hodge
Olympian and Tour de France rider
Author of Cycling Australia’s ‘J-Cycle’ program
Director of Cycling Australia and the Amy Gillett Foundation
1 The purpose of this Toolkit

The purpose of this Toolkit is to assist organisations that may be considering the implementation of a bike fleet. The Toolkit can help them do so effectively and efficiently. It can also be used by organisations that have decided to implement a bike fleet, or by individuals who are trying to convince management of the benefits of a fleet.

The Toolkit sets out:

• A definition of bike fleets and why you should consider them
• How to make a case for a bike fleet
• How to set up, manage and promote a fleet
• How to evaluate the success of your bike fleet
• Additional resources that may be useful

Don’t be intimidated by the size of this Toolkit. Setting up a bike fleet is not difficult – it requires some commitment, especially from management, a small budget and common sense. The Toolkit should help you set up a bike fleet more quickly and efficiently by learning from some of the people who have done it before. Remember that each bike fleet is different – use the parts of the Toolkit that are helpful to you – and make sure that you enjoy doing it!

Remember too – some of the problems you will face are similar to those which are treated as surmountable, but require much more effort and expense when setting up a vehicle fleet.

2 Defining bike fleets

For the purposes of this Toolkit, bike fleets are defined as: any bikes that are acquired by an organisation for the use of staff generally, or for specific staff members for work-related travel. This is a fairly wide definition and is analogous to the broad concept of motor vehicle fleets – the key criteria being the identity of the purchaser and the use by employees.

Within this broad concept there is almost certainly a form of bike fleet that would suit your organisation and bring benefits to the employer, the employees and the broader community. Some of the different types of fleets are discussed in Section 4 (below).

3 Why bike fleets?

Bicycles are regarded as one of the technologies that have most improved quality of life in many societies. Bicycles have an enduring attraction and are recognised as having much to offer Australian organisations concerned with the environment, and improving health through physical activity.

Bicycle fleets can provide a number of benefits:

• They can replace many trips that would otherwise be carried out by more polluting, costly, or slower modes. They thus offer the opportunity to reduce emissions and costs, and increase efficiency. According to the Australian Greenhouse Office in the Department of the Environment and Water Resources (DEW), every litre of petrol saved cuts greenhouse gas emissions by 2.8 kg¹. Please note that the level of emissions varies between different types of vehicles. For more information see the Australian Government Green Vehicle Guide www.greenvehicleguide.gov.au

• They have operational advantages when compared with other travel modes

• They encourage employees to engage in regular exercise, potentially leading to improvements in productivity, health and well-being

• They send out a message to the community about the aims, mission and culture of the employer organisation thereby increasing sales or stakeholder opinion of the organisation

• They can improve the quality of urban environments by reducing congestion, traffic accidents, road noise and the need for car parking spaces
Bike fleet managers have reported a number of benefits...

The cost of buying one car pays for the bike fleet
Australian National University

Reduced greenhouse gas emissions
Australian National University

The bike fleet has improved efficiency through reduced travel times around the site
Sir Charles Gairdner Hospital, WA

Good safety record, low cost, high usage
BP

Met objectives, which were cost and response times
NSW police

The cost of a bike on-road is about $3,500 compared with $30,000 for a police car
NSW police

A high profile, public visibility, quick response times and low cost per case
Melbourne Metropolitan Ambulance Service

Positive public image – we always have an electric bike at public displays to promote electric bikes, cycling and the council’s bike pool. We are holding a ride to work day breakfast in October where we will promote the bike pool
Brisbane City Council

Promotes active transport, good for image
Sydney South West Area Health Service

The fleet costs much less than other options
Arup Australasia

A bike fleet is likely to result in greater productivity, especially for site visits. It is important to be seen to be leading the community in congestion and greenhouse gas issues
Sydney City Council (which is considering establishing a bike fleet)
4 Starting a fleet

4.1 Learning from experience

Some barriers may be encountered when setting up a fleet. These can include:

- Staff time to establish operating procedures and develop documentation
- A lack of support from senior management
- Organising storage and showers
- Identifying the right bikes to meet the operational requirements
- Identifying demand from users

This guide will help address these issues, among others, and take some of the uncertainties out of starting a fleet.

4.2 Bike fleet snapshots

Below are a series of mini case studies describing a few of the organisations that have bike fleets. The selection has been made to illustrate the wide variety of organisations that have fleets and the different uses of bikes in an organisation. They demonstrate that almost any organisation can justify a bike fleet if there is sufficient enthusiasm among staff and management.

**Snapshot 1  BP Kwinana**

BP Refinery Kwinana is Australia’s largest oil refinery and supplies most of Western Australia’s fuel needs. Its bike fleet has been operational for many years. It consists of 110 purpose-built, MTB-style (mountain) bikes. They have heavy duty frames with steel wheels and thorn-proof tubes, back-pedal brakes, a single gear and a basket at the front for small items. Bikes are used by specific individuals – they are not pooled. They provide safe individual transport on site and reduce vehicle use.

**Snapshot 2  NSW Police**

This large fleet – probably the largest in Australia – has 638 MTB style bikes. The fleet was initiated to provide high visibility, fast response policing in urban environments, and to foster a better relationship with the public. Staff were consulted on uniforms, training and equipment. Training has been developed to minimise injury risk. The cost comparison – $3,500 for a bike on-road compared with $30,000 for a police car – is compelling!

**Snapshot 3  Arup Australasia**

Arup is an inner-city, Sydney consulting engineering business – part of an international firm. At the initiative of one of the partners, a small bike fleet (one MTB and one electric bike) was started over ten years ago and is used regularly to attend meetings and for other purposes. The bikes are pooled; and approximately 20 of the 200 staff have used them. Arup considers the bike fleet not as an add-on, but as a part of the overall transport task of running a business. As Colin Henson of Arup said: “The company has a transport fleet of seven vehicles for the use of Sydney office staff; two of them are SMART cars and two of them happen to be bicycles”.

**Snapshot 4  Brisbane City Council**

This council – the largest in Australia – is a leading example of how local government can implement and benefit from bike fleets. It has a total of nine bikes, six in the inner city and three in regional offices. The fleet has four hybrid bikes, one folding bike and four electric/power-assisted bikes. There is a sophisticated system for inducting users and a series of filters for managing OH&S issues. It has overcome many challenges resulting from the location and riding environment. The enthusiasm of staff has resulted in the growth of the fleet and has maximised its public relations impact.
Snapshot 5  Australian National University (ANU)
The bike fleet was introduced in February 2006 and is
designed to meet the campus travel needs of 3,000 full time
equivalent staff. The fleet was initiated as a result of a
sustainable transport plan for the campus, which is 1.5km
square and has significant parking issues for cars. The fleet
currently has 38 Trek MTBs of 16, 18 and 19 inch frames.
Provided with each bike are a helmet, rack, pannier, lights,
trouser clips, puncture repair kit and pump. An article from
The Canberra Times of 18 February 2006 about the ANU
bike fleet is below.

4.3 Be clear about what you want
When starting a bike fleet, you will want to ask yourself a
number of basic questions:

- Why do you think your organisation needs a fleet?
- What sorts of trips are likely to be made with the fleet
  bikes given the travel needs of the employees?
- Who will use the bikes?
- Where will users ride?

Answers to these questions will determine much about how
the fleet is started, the sorts of bikes selected, how they are
allocated and how the fleet is managed.
4.4 Why do you want a fleet?

There are at least three reasons your organisation might benefit from a bike fleet:

1. Bicycles can perform a set of functions more effectively or efficiently than alternative modes, and the organisation may benefit financially by implementing a fleet

2. You believe that staff will appreciate and value their fleet. This view may be based on various kinds of evidence – travel surveys, existing high cycling rates among staff, or people in the local area who cycle regularly

3. You want to send a message to the community, and also your staff, about your organisation’s commitment to promoting health through physical activity, or environmentally friendly transport

If you rate the first reason highest, then you are possibly looking at an operations focused fleet – or ‘Ops fleet’ for short. These are typically started with specific tasks in mind, such as getting employees from one side of a site to another (e.g. Snapshot 1), collecting or delivering small articles, for emergency response in defined areas e.g. first aid or policing at special events; or locations not well-suited to motor vehicles for various reasons including safety and access (Snapshot 2).

If you rated the second response highest, then a Staff fleet might work best for your organisation while rating the third response highest might indicate that you are considering a Demonstration fleet. Possibly you have a combination of motives and you may want to define the character of your fleet accordingly.

You can use these characterisations to refine objectives for your fleet. It is recommended that you explicitly state your objectives in setting up the fleet and make sure that they are widely understood within the organisation to avoid later dispute about the success, or otherwise, of the fleet.

4.5 The ‘business case’

You will probably need to put together a proposal – or ‘business case’ - setting out the reasons and the advantages of a bike fleet for your organisation. Arguments may be based on:

Traditional cost benefit analysis – a Cost-Benefit Calculator for bike fleets is part of this Toolkit (see Attachment M). It will provide you with much of the quantitative argument necessary to support your business case.

Human resources and productivity arguments, especially from the developing ‘wellness’ area can be used alongside traditional cost-benefit analysis.

Broader policy and public relations goals to which your organisation subscribes e.g. the importance of the environment; the important role of your organisation in the community; the excellent PR value that shots of the CEO/Mayor on a fleet bike will have for the organisation; or other considerations. Your organisation’s mission statement or other policy documents may be a good place to look for policy support for a fleet.

Ops fleets are likely to place greater weight on cost-benefit arguments while fleets that could be characterised as more for the benefit of Staff or as Demonstration fleets may place more weight on other factors.

You may be able to obtain assistance from someone in your organisation who has prepared business cases for other projects, or seek specific training or expert advice. A web search should provide details of free/inexpensive business case software.

In any case, the place to start is with the Cost-Benefit Calculator (Attachment M). This is a tool to help you determine the total cost of setting up your bike fleet and what benefits you may achieve. It also compares the costs of bike fleets with car fleets and taxis.
How to use the Cost-Benefit Calculator (Attachment M)

This consists of:

- An introduction page which explains some of its uses and limitations
- A summary page which compares net costs & benefits of bike fleets per km of travel, with car fleets and taxis
- A page which lists bike fleet costs & benefits – this allows you to input figures for your fleet
- Pages which list motor vehicle costs and taxi costs

The bike fleet page already has suggested figures – some of which are mentioned in the Toolkit. We recommend that you make a copy of the calculator and put in your own rough estimates in the blue squares i.e. You can accept the suggested figures if you don’t have your own. You can then refine these estimates once you have reviewed the rest of this Toolkit and sought further information from others in your organisation to support or revise your estimates. Further information is contained in the Cost-Benefit Calculator.

What the Cost-Benefit Calculator shows: It allows you to work out the total costs of setting up and running a bike fleet and allows a comparison with other modes i.e. car fleets and taxis on a per km basis. It also enables a calculation of the benefits of a bike fleet. One potential benefit is an employee productivity improvement of 1%. This figure is based on information from the Victorian TravelSmart Employers’ Toolkit. You can add your own estimates of financial savings from increased operational efficiency, reduced sick leave & absenteeism (through improved employee health & fitness), reduced turnover, improved public image, and other promotional opportunities.

The Cost-Benefit Calculator can also help to evaluate the success of your fleet (see Section 7).

4.6 Who will set up the fleet?

Because of the range of issues involved in setting up a bike fleet, and the need for management involvement and support, you may want to set up a steering committee to oversee this process. This should include representatives from management, staff, facilities management and your workplace bicycle user group (BUG) if you have one. Your car fleet manager or transport manager can be important - they may already have access to much of the information you will need. If there is no management representative, the steering committee should at least have management support. You may also be able to get some support from a local BUG.

A recommended implementation process

- Seek commitment to the bike fleet from a senior ‘champion’ from within management, preferably someone who will lead by example
- Set up a steering committee with representation from all key stakeholders, including management
- All the steering committee members should read and discuss this Toolkit
- The committee should decide which parts of the Toolkit to use and whether anything else should be done
- The steering committee (with management approval) should appoint a bike fleet manager to implement the fleet; under its overall direction
- The fleet manager should develop a budget for approval by the committee
- Carry out a staff travel survey to determine likely demand for the fleet
- Carry out a risk analysis
- Draw up operating procedures
- Implement the fleet
- Hold regular meetings of the steering committee to review the bike fleet’s implementation
4.7 Gaining management support

A key question is – will you have support in your organisation from staff and management? You should find out early in the process the views of the important decision-makers.

When attempting to gain management support it is important to consider issues that may be relevant to them. These may include:

- Will the financial benefits outweigh the costs?
- Will the bike fleet be used by staff?
- Will management be exposed to excessive risks/how will risks be managed?
- What are the indirect benefits of having a bike fleet?

If you work in a small organisation and have access to the key people in management, then you might be able to discuss these issues informally over the tea-trolley or photocopier. However, in most cases you will need to undertake some research and develop a ‘business case’ (see Section 4.5).

There may already be information in the form of a staff travel survey or other research on the staff’s views on travel, parking, health, environment or other issues that could support the use of a bike fleet. This information can help to build a case for a bike fleet. A risk management plan (Section 6.2) will ensure that risks are minimised. Some of the indirect benefits of having a bike fleet are also described in this document. It may be necessary to collect all the information referred to above and make a formal presentation to management on the case for a bike fleet.

4.8 What, who and where

Understanding likely types of trips, who will make them, and on what routes is necessary to select the most suitable bikes, in the right numbers, how they will be allocated and to which staff.

You can conduct a formal travel survey and needs analysis to determine these issues. A workplace travel plan (also known as green travel plan or sustainable travel plan) may also provide this information. Some sample questions to determine likely use are at Attachment A.

It should be recognised that incentives, training and marketing can have an impact on the ‘what’, ‘who’ and ‘where’ of bike fleet usage. These interventions are discussed later in this Toolkit.

4.9 Other information required to set up the bike fleet

The staff travel survey or other research can also be used to address some of the logistical issues and management questions such as:

- How many bikes will be needed?
- Where will the bikes be used?
- Who will use them?
- What end-of-trip facilities will be required?
- Where will the bikes be kept?
- Who will be responsible for managing/maintaining the bikes?
- How will the organisation benefit?

You will find help in answering these questions in the next sections.
5 Selection of equipment

5.1 General comments

Ops fleets are likely to require bikes specified to the precise requirements of the operations. For emergency services, the reliability and performance of bikes are likely to be critical. For non-urgent ops fleets, a bike with a lower level of specifications is likely to be sufficient. Where distances are not too great and gradients are small, single-gear bikes can be quite adequate. These can be less expensive to purchase and maintain and be very reliable.

Staff and Demonstration fleets may include a wide variety of bicycles. Some of the factors to consider when selecting bikes are:

- The sorts of bikes currently popular among cyclists in the area
- The preferences of staff who have indicated an interest in using the fleet bicycles
- The demographics of staff who might use the bikes
- The recommendations of local suppliers and those who are likely to service the bikes
- Cost – this can vary considerably; good quality bikes can be obtained for under $1,000, although higher-end bikes for emergency Ops fleets will cost more. Folding bikes and power-assisted bikes (PABs) can cost over $2,000.
- Ease of use if employees are not regular cyclists. This may include things like frame geometry (which affects step-over heights and riding posture), gearing systems, power assistance etc.

For some Demonstration fleets it may be appropriate to allocate a bike to each user, rather than having a pool. This may generate greater use and better meet users’ particular requirements. This may also be worthwhile if employees differ in their riding behaviours or abilities.

An efficient bike with gears may be desirable for Staff and Demonstration fleets which involve off-site trips, where there may be hills, wind, rough surfaces etc. Similarly, riding an electric or PAB may be preferable in hot weather.

Employees may be more likely to use a fleet bike for off-site trips when the quality of the bike is better. Better quality should translate into greater reliability and simpler operation, both of which will make the fleet bike more attractive as a substitute for another travel mode. Staff should be consulted regarding the types and sizes of bikes and the equipment to be fitted to them. This should result in more appropriate bikes being purchased and staff having a greater sense of ‘ownership’ of them.

5.2 Specific issues

Important steps in the procurement of bikes and other equipment:

- Prepare a budget showing both capital (initial) and recurrent (annual) costs
- Determine how many bikes you are likely to need
- Identify all equipment that will be necessary
- Also identify what equipment would be good to have (if your budget is sufficient)
- Select equipment based on objectives of the fleet
- Match bikes to suit employees’ physical dimensions, and the expected riding conditions and amount of use
How to set up a successful bike fleet | A TOOLKIT

Prepare a budget
A budget is necessary to present a case for the bike fleet and to assist in determining whether you will get ‘value’ from the fleet. It can also be used to measure the fleet’s performance against your expectations. Refer to the Cost-Benefit Calculator (Attachment M). In developing your budget you may wish to consider financing options (Section 6.13); this may have implications for capital outlays/annual costs.

Determine the number of bikes you will need
Bikes are likely to be the largest item in your budget. For Ops fleets, the number of bikes will be determined by the task needs and the number of staff trained to use the bikes. However, for other fleets, the number must be estimated before bikes are purchased, bearing in mind the following issues:

- Too small a fleet may mean that staff are less enthusiastic if bikes are not available
- A fleet that is too large may result in claims of under-utilisation and waste of resources
- Peaks in demand for pool bikes may occur at certain times of the day, week or year. These peaks can be managed – see strategies set out in Section 6.3

A staff survey should help to assess the likely usage of fleet bikes. However, people will often say they want something, if there is no cost attached. Survey instruments that seek to identify likely demand for pooled bikes thus need to be carefully thought through. It could be helpful to ask staff about when they are most likely to use the bikes, where they are likely to go and how long they would need the bikes for. Some sample questions are at Attachment A.

Based on the results of an initial survey, a ‘rule of thumb’ for the number of bikes required in a bike fleet is one bike per six (return) trips each week. This may need to be modified depending on levels of utilisation and the number of double bookings. To decrease the chances of under-utilisation, a lower number could be purchased initially and usage reviewed at regular intervals. Perhaps there could be some flexibility in the budget so that more bikes could be purchased quickly if required.

Identify all the equipment you will need
To budget effectively and to plan properly for the introduction of a fleet you will need to identify not only the types and numbers of bikes but also the ancillary equipment.

When preparing a capital expenditure budget, think of:

- Accessories such as locks, lights, water bottles and holders, first aid kits, toolkits, visibility aids such as lights, helmets, trouser clips, stands etc.
- In-building items such as parking spaces, appropriate securing points (cages, hooks, inverted U’s etc.), additional personal lockers and showers
- Outside securing points
- For some fleets, trailers or car-racks may be necessary for transporting the bikes to where they are needed

Match equipment to your objectives
If you are looking at an ‘Ops’ fleet, one type of bike is likely to be purchased (in a range of sizes) and specified according to the technical requirements of the tasks. For emergency services, these bikes are likely to be of higher quality - for reliability and performance. For non-urgent Ops fleets, a lower specified bike is likely to be sufficient and in undemanding conditions, very reliable.

Staff fleets and Demonstration fleets may be quite variable. A discussion of issues relevant to these fleets is below.

Issues in selection of bikes – Staff or Demonstration fleets
A sturdy, mid-range MTB, hybrid or city bike is likely to be the most suitable fleet bike. Some fleets may include a small proportion of folding or power-assisted bikes for particular uses, conditions or users. Where bikes must negotiate rough terrain, a MTB with at least front suspension is desirable; however this will increase purchase and maintenance costs.

A general-purpose bike which is becoming increasingly popular and which would be suitable for many bike fleets is the ‘city bike’ such as the Avanti Blade 8. Other major manufacturers such as Giant and Trek have similar bikes. This bike has no suspension, discouraging off-road use.
It also has an internal 8 speed rear hub, a single front sprocket and no derailleur mechanism. Fitted with puncture resistant ‘Slime’ tubes this is a practical bike requiring little maintenance. The current recommended retail price (RRP) for this bike is $900. Less expensive bikes are likely to require significantly more maintenance and may have higher through-life costs and lower reliability. More expensive/complex bikes may not provide any more utility and will have higher through-life costs.

If 10 bikes are purchased from a retail outlet at one time, you should be able to get a 10% discount. 20 bikes or more should earn you 15%. If you intend to buy a large number of bicycles over a number of years, your retailer may be able to obtain a decent discount from their wholesaler, part of which could be passed on to you.

Remember that price is not everything – you should establish a good relationship with the retailer who is likely to service your bikes. They will respond more rapidly to requests from good customers and may carry out minor repairs, adjustments etc. on the spot rather than being put into the workshop booking system.

Where bikes are to go into a pool, establishing what size frames to purchase will require some information about likely users. This is another reason for doing some research prior to the purchase of equipment.

Where bikes are for the exclusive use of one employee, the fleet manager’s role may be to provide guidance on approved suppliers, bike-fit, accessory selection, and other aspects of choosing the right bike for the employee. Under these circumstances the bike is similar to a fleet car being acquired under a novated lease where employees have some choice about options provided.

To address servicing and replacement issues, you may wish to consider either a combined contract for bicycle purchase, maintenance and replacement, or a bicycle leasing arrangement such as Bicycle SA’s ‘Intrabike’ scheme (see Section 6.13).

Seats are an important issue – you should ensure that they are not too narrow or too firm for normal use.

In selecting pool bikes, an important issue is how quickly and easily they can be adjusted to suit different riders. Quick-release seat posts are extremely useful so that people can set the seat post to their preferred height. Height-adjustable handlebars are also useful, but are less readily available.

MTB tyres are generally not well-suited to on-road fleet use, due to the high rolling resistance of their low to medium pressure knobbly tyres. Higher pressure tyres with a smooth centre tread are likely to be more suitable.

Think about logos on your fleet bikes – promote your organisation as being ‘clean and green’.
Helmets

It is essential that helmets are provided for each user for single-user fleet bikes. For bike pools it is desirable that helmets are provided for each regular user. Bike fleets thrive on convenience - shared helmets are not convenient. If individual helmets cannot be provided, a range of helmets should be purchased to ensure that all users are catered for. They should be stored in the same location as the bikes. One issue with bike pool helmets is that they can get a bit sweaty depending on the weather and users. Replacing/washing internal pads can be one way to reduce any ‘yuck’ factor. Some bike fleet operators also provide helmet liners. In addition to other features, shared helmets should be easily adjustable. A reasonable quality helmet will cost about $50 and a better helmet about $70. Helmets should last for several years if not dropped or otherwise treated roughly.

Helmets should meet Australian design standards - a sticker on the inside of the helmet will indicate this.

Helmets should be regularly checked for damaged outer shells as they lose effectiveness in the event of a crash, if they have cracks or weaknesses.

Additional equipment fitted to bikes

If possible, try to buy a bike with factory-fitted accessories e.g. mudguards and racks, rather than adding after-market accessories. You can be more confident that the accessories will work together, and the total cost will probably be lower.

Other equipment fitted to fleet bikes will depend on when they are ridden and where. Wet conditions make mudguards a good accessory, and lighting is required if bikes are to be ridden at night. Organisations that do not permit fleet bikes to be ridden at night or in wet conditions, should consider these accessories, if there is some chance of trips not being completed during daylight or of riders being caught out in wet conditions. Mudguards might also help reduce maintenance costs.

A bike computer is a useful additional piece of equipment to assist in managing the fleet – it can help determine when scheduled servicing is required, and to gauge usage.

All bikes being used off-site should be fitted with good quality locks. A spare tube, a pump, emergency puncture kit and tyre levers should also be carried.

**The cost of recommended equipment will be approximately:**

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<tr>
<th>Item</th>
<th>Cost</th>
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</tr>
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<td>D-lock</td>
<td>$70</td>
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<tr>
<td>Flashing LED lights</td>
<td>$50</td>
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<td>Mudguards</td>
<td>$50</td>
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<td>Pump</td>
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<tr>
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</tbody>
</table>

These prices are for good quality accessories. Lower quality equipment will be less expensive but may not be as functional, reliable or durable. Discounts are likely to be available on these items if purchased in quantity or through a bike shop with which you have established a relationship. Discounts on accessories are provided to members of bike clubs by many bike stores.

Maps should also be made available and access to a mobile phone is desirable.
For some purposes e.g. carrying goods, documents etc., front and/or rear carriers and panniers/courier bags can be useful. A simple kick-stand could also be provided. Some organisations may wish to provide fluorescent safety vests for greater visibility, although they are unlikely to be worn unless their use is compulsory.

**Indicative prices for optional items**

<table>
<thead>
<tr>
<th>Item</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kick-stand</td>
<td>$15</td>
</tr>
<tr>
<td>Panniers</td>
<td>$150</td>
</tr>
<tr>
<td>Rear rack</td>
<td>$80</td>
</tr>
<tr>
<td>Safety vests</td>
<td>$40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$285</strong></td>
</tr>
</tbody>
</table>

**Centralised store of equipment**

Where the fleet size justifies it (say more than four bikes), a good quality floor pump with a pressure gauge should be kept where fleet bikes are stored. These pumps cost about $100 and one is sufficient for up to 50 users at the one site. For small bike fleets you could have a compact pump with a built-in pressure gauge. This should cost about $60.

Maintaining recommended tyre pressures helps avoid punctures and reduces rolling resistance, making riding easier.

Some basic tools can be provided but this is not generally recommended as they are likely to be ‘borrowed’. It is also unlikely that having staff carry out repairs would be cost-efficient. If (trained) staff do carry out basic repairs e.g. fixing punctures you may want to have a work stand and hand cleaning solution.

A store of basic spares e.g. tubes and batteries for lights should be maintained. There should also be a number of spare helmets (if they are pooled) to ensure that a range of sizes is available and that there are ‘fresh’ helmets in hot or wet weather.

The total cost of the centralised store of equipment will depend on the number of bikes in the fleet but would typically cost no more than **$575**.

**In-building facilities**

In-building facilities, also known as end-of-trip facilities, may include bicycle-garaging spaces. These can be specified with different levels of security and means of access.

It may be necessary to provide additional showers, change rooms or lockers, although you may be able to use some of these facilities at a nearby gym or swimming pool etc.

Further discussion of end-of-trip facilities is at Section 6.11.
Suppliers
As noted in the discussion above on selecting bikes for Staff and Demonstration fleets, there are a number of factors in selecting and negotiating with a supplier.

If your organisation has a strong maintenance capability, it may be able to carry out the maintenance of the bikes without outside assistance. This is likely to be the exception rather than the rule. If maintenance is to be carried out internally, bike and equipment suppliers can be selected with a greater weighting on price. Internet searches can turn up good prices for particular bikes and other equipment6. Alternatively, if a large number of bikes are being purchased you may be able to access bikes less expensively from a wholesaler. A list of wholesalers is available from the Bicycle Industries Australia annual report7.

For smaller numbers of bikes and where it is important to have a servicing arrangement in place, a relationship with a reputable local retailer is likely to be particularly useful. If there are a number of retailers in your area, then it is worth exploring the types of bikes and prices each retailer can offer. Generally, wholesalers will have arrangements with a limited number of retailers in a geographic area and hence there may be only a limited opportunity to compare prices for the same makes/models from different outlets.

While the relationship can be important, do not feel locked-in to a particular supplier. Things change and the competitiveness and quality of service of different suppliers can either improve or deteriorate over time.

You might like to seek ‘extras’ from a supplier such as:

- Guaranteed booking times for maintenance on fleet bikes
- Guaranteed annual maintenance costs (and rates for unscheduled maintenance)
- Trade-in values after a fixed period
- Discounts on parts
- Involvement in maintenance courses or cycling training for staff
- Complimentary memberships of local bike groups or parts discounts for fleet users

Asking your supplier about these extras may be a useful way to gauge their willingness to accommodate your fleet requirements.
6 Managing a fleet for success

This section sets out the essential issues for managing a successful bike fleet. It is based on interviews with bike fleet managers and the input of experts on management, occupational health and safety, motivation and financial issues.

6.1 Measuring success

A key factor in ensuring that you have a successful bike fleet is to measure its outcomes. This requires that you are clear about what you want from the fleet. This section of the Toolkit assumes you have made the decision to set up the fleet or already have a fleet in place.

Having taken these initial steps, you will need to measure the performance of your bike fleet, if you are going to identify ways to improve the management of the fleet or to justify its retention or expansion.

This section discusses what you may want to measure and how to measure it. The points below may help you determine your objectives. It is important, however, that you specify what you want from your bike fleet.

Ops fleets

If you have an Ops fleet your primary objectives are likely to relate to the ability to access certain locations or patrol an area. For instance, if you have an ambulance service fleet you may want to gauge success based on numbers of calls, speed of response, number of attendances, and cost per case. Police patrols may want to measure kilometres covered, the time spent 'on the beat', calls attended, infringement notices issued or arrests made.

You will need recording systems to measure these. Sometimes these systems will be straightforward, for instance a job sheet for the shift, but they will need to be consistently implemented. Sometimes these job sheets will be integrated with other systems in place for measuring performance.

Staff fleets

If you have a Staff fleet, your primary motivation is to provide effective and cost-efficient staff transport. You will want to know how much the fleet is being used, as a proxy measure for how much your staff are benefiting from the fleet. Use of the fleet can be gauged in a number of ways e.g. trips, kilometres or numbers of staff participating.

For pooled bikes, a booking system will provide much of the information about numbers of trips and numbers of staff using the fleet. Ensuring the system is consistently used will come down to making staff aware of the need to book-out bikes and complete the necessary forms. See Section 6.3 for details of booking systems.

Demonstration fleets

If you have a Demonstration fleet, your measures of success may include the level of usage (which could be equated to reduced greenhouse gas emissions), improved employee health and fitness, or publicity/profile achieved by the fleet.
Assessment of use
Fitting fleet bikes with bicycle computers can make accurate assessments of use much easier. You should also record the number of bookings made and the time of day/day of week trips are made.

6.2 Risk management
Risk management has become one of the most important aspects of setting up and managing a bike fleet in Australia. Important work has been done in this area by a number of organisations and we would particularly like to thank Chris Rissel of the Sydney South West Area Health Service, Eleanor Somers and staff of Brisbane City Council, and Gavin Mountjoy of Maribyrnong City Council for allowing us to use some of their material.

Definition
Risk management involves:

- The realistic identification of risks
- Managing risks in a cost-effective manner

All forms of transport involve some risk – risk management is a process of objectively assessing risks and applying resources to ensure that they are reduced to an acceptable level. This section should help you do this.

Need for a risk management plan
Given the importance of providing a safe workplace, the increased risk of litigation, and the cost of workers’ compensation insurance, it is strongly recommended that you carry out a risk assessment and develop a risk management plan. This should be done following in-principle agreement to set up a bike fleet. When a risk assessment is completed and you have ensured that all of the identified risks are appropriately addressed you will be in a position to set up your bike fleet.

Risk management strategies for a workplace bike fleet are no different from those for other workplace activities. Risks should be assessed using a standard risk management assessment methodology – see Figure 1 below for an example of a risk assessment grid.

Risk results from hazard and consequence. The numbers in the table indicate the level of risk; 1 is the highest level and 6 the lowest. They also indicate how important it is to do something to address the hazard.

1 indicates HIGH PRIORITY – controls must be implemented.

6 indicates LOW PRIORITY – do something when reasonably possible

Attachment C is Brisbane City Council’s Risk Action Worksheet based on a risk assessment of its bike fleet. You may wish to adapt this for your organisation.

<table>
<thead>
<tr>
<th>How severely could it hurt someone?</th>
<th>How likely is it for the hazard to cause harm?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kill or cause permanent disability</td>
<td>Very likely: Could happen frequently</td>
</tr>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Long term illness or serious injury</td>
<td>1</td>
</tr>
<tr>
<td>Medical attention and several days off work</td>
<td>2</td>
</tr>
<tr>
<td>First aid needed</td>
<td>3</td>
</tr>
</tbody>
</table>

Figure 1: Risk Level Chart
Comparison of risks and benefits

The likelihood of risks needs to be assessed, and a decision made about whether the risks are outweighed by the benefits.

The benefits of cycling have been endorsed by the Australian Transport Safety Bureau which has stated: “The overall community benefits gained from regular cycling are likely to outweigh the loss of life through cycling accidents.” This should help make a case for a bike fleet.

Given the benefits of bike fleets, in most circumstances risks should not be a barrier to the introduction of bike fleets or a reason to close down existing fleets. What is necessary is attention to the management of risks, and appropriate operating procedures, as detailed in the following sections of this Toolkit.

Responsibilities of employers and employees regarding cycling for work

Prior to introducing a workplace bike fleet, employers and employees should consider their respective responsibilities and duties under relevant Commonwealth, State and Territory legislation. A general duty of care is imposed on both employers and employees by the various occupational health and safety legislation. Workers’ compensation legislation varies across jurisdictions as to ‘at work’ coverage and may also affect employer obligations and employee entitlements, if someone is injured while cycling to or from work. The duties of road users also need to be taken into account.

Duties of employers

Employers have a duty to provide and maintain, as far as practicable, a safe working environment free of risks to the health and safety of employees. Employers should:

- Ensure that any equipment or facilities provided for employees is safe to use and free from risk of injury
- Ensure that bicycles are made available only to competent users
- Ensure that employees obtain competency training where necessary
- Encourage employees to seek medical advice before using fleet bikes
- Promote the use of appropriate safety equipment such as helmets and lighting
- Provide bicycle familiarisation, including height adjustments, and use of gears and brakes
- Provide employees with road rule and road safety information including dangerous routes/locations

Duties of employees

Employees have a duty to take reasonable care of their own health and safety and should:

- Demonstrate cycling proficiency
- Take all reasonable precautions to protect their own safety and that of other road users and/or employees
- Wear helmets and other safety equipment e.g. bright clothing
- Wear appropriate footwear
- Ride in a manner consistent with road and bicycle safety guidelines
- Use facilities provided in the manner intended
- Be in sufficient health to participate in moderate intensity physical activity (they should check with their doctor if unsure)
- Report any damage, service required or loss of bicycles and equipment
Developing a risk management plan

A cycling-specific hazard assessment should be developed. For each risk that is identified, a strategy needs to be put into place to address it; this will require a number of risk control measures to be put in place.

One approach is to set out specific actions to reduce/eliminate each identified risk. The Brisbane City Council Risk Action Worksheet (Attachment C) outlines this approach.

Steps to follow

As part of a risk management plan, operating procedures, policies and resources (manuals and guides) need to be established for the safe operation of a bicycle fleet. The aims of these procedures, policies and resources are to:

- Provide a safe and supportive cycling environment for employees
- Ensure that a systematic approach is taken to minimise all hazards and associated risks that may arise from operating a bicycle fleet

Details of operating procedures to ensure that risks are minimised are in Section 6.3.

The greatest sources of risk are related to the cycling skills, and health and fitness of the user. Local cycling conditions may be a source of risk in some locations. Less experienced riders may need to complete a cycling training course.

Potential users may also need to complete:

- A standard health risk assessment (see the r-PARQ – Attachment E)
- A job demands checklist – which involves assessing the ability to perform the mechanical aspects of riding a bicycle. See Attachment F for a detailed example – a simpler version may be suitable for your purposes

See Section 6.3 for further details on screening.

Some limitations on use may be imposed for some types of fleets e.g. at night or in wet/very windy conditions.

It is recommended that your workers’ compensation insurer and public liability insurer be consulted to ensure that you have satisfied their risk management requirements.

Personal injury insurance

Workers’ compensation insurance should cover your liability if an employee is injured while riding a bike for a work trip. Travel between home and work; and during breaks (journey claims) may be covered, depending on the particular workers’ compensation scheme to which you belong and the state/territory in which you operate. It is recommended that you contact your workers’ compensation insurer regarding this issue.

Personal accident insurance (generally available with membership of state bicycle organisations) can be obtained if workers’ compensation insurance is not adequate e.g. for journey claims.

Compulsory third party (CTP) insurance schemes may provide cover for work-related or journey claims. Generally cyclists are only covered for crashes involving motor vehicles. In most states/territories there are limitations on CTP cover, based on who was responsible for the crash. It is recommended that you contact your CTP insurer to find out the conditions of their cover.
Public liability insurance
Your existing public liability insurance should cover injury or property damage caused to others by your employee - check with your insurer. If your policy does not cover your bike fleet you could obtain public liability insurance through membership of a state cycling group. These groups offer public liability insurance as part of their membership fees.

Insurance for bikes
Due to the relatively low costs of bicycles it is probably not worth having insurance for theft, loss or damage to bicycles. In any case it is difficult to obtain this insurance; one major insurer, Cyclecover Insurance, only provides coverage for bicycles if home contents cover is also taken out.

To increase the chances of recovering stolen bikes, all fleet bikes should be marked with the organisation’s name and contact number. The bike’s serial number should also be recorded.

Reporting crashes and other incidents
In accordance with standard occupational health and safety (OH&S) practice, a reporting system should be established and employees should be required to report to their manager any accident, injury or near miss; or unsafe work practice, condition or unsafe equipment, as soon as possible. An example Accident Report Form is Attachment K.

Injury accidents on public roads should be reported to the police, workers’ compensation insurer and/or public liability insurer as appropriate.

Accidents resulting in damage to others’ property should be reported to the public liability insurer.

Incidents should be analysed to determine whether any changes should be made to bike fleet operating procedures. Staff may need to be counselled about behaviour to avoid future incidents, and some equipment may need to be modified.

6.3 Operating procedures
It is essential that bike fleet operating procedures are clearly defined and easily understood by users.

This section of the Toolkit goes through:
- Setting out the responsibilities of the bike fleet manager and the purpose of the fleet
- The procedures to sign up participants
- Allocating and booking bikes
- Storage and securing bikes
- Pre-ride instructions to riders
- Instructions regarding riding attitude and behaviours
- Procedures for reporting problems

Bike fleet manager
In almost every situation, an organisation will need to have an individual who is responsible for the overall running of the fleet, and who understands, and supports the purpose(s) of the fleet. Site managers may support them where the fleet is large and dispersed. The operating procedures and all materials issued in relation to the fleet need to include the fleet manager’s contact details.

It is a good idea to have the manager’s contact details on stickers to affix to bikes and accessories.

Sign up
Signing up participants to a bike fleet may require several stages:
- Pre-marketing and surveys
- Call for expressions of interest
- Completion of applications
- Filtering for health and proficiency
- Induction

These procedures may need to be done on a regular basis (quarterly, semi-annually or annually) depending on the size of the organisation and the fleet.

Fleet information, from marketing through to manuals and other communication, needs to clearly identify the purposes for which bikes may be used. The consequence of any unauthorised uses (FBT, liability and insurance etc.) also need to be spelled out in outlining the permitted uses of the fleet bikes.
Pre-marketing and surveys
You need to develop an understanding of the bike fleet among staff. Surveys can help with working out the required number of bikes for the fleet (see Section 4.9). A sample survey is Attachment A. This can be followed up with a call for expressions of interest, which can include questions about whether people are interested in having training.

Application
An example of an application form is included as Attachment D. At the same time that applicants complete this, you may want to get them to complete a health questionnaire (r-PARQ form, Attachment E) and advise on their level of cycling experience.

Other screening, such as a cycling proficiency test or fitness test, depending on what you decide is necessary for using bikes in your circumstances, can follow after reviewing the application.

Filtering for health
For most fleets, satisfactory completion of the r-PARQ form will be adequate screening. In some cases however, a ‘belt and braces’ approach may be considered prudent and applicants may also be required to complete a medical and/or a Job Demands Checklist for Cycling questionnaire, as used by Sydney South West Area Health Service (Attachment F).

Filtering for proficiency
Self-reported ‘experienced’ cyclists can be inducted into the bike fleet without passing a competency test; however from experience with risk assessments of bike fleets, it is recommended that you insist on a competency test administered by an experienced and competent assessor.

Ideally the bike fleet manager will have gained this competency through participation in an approved training course (refer Section 6.8 on training). The assessor may find the attached sample competency checklist useful – Attachment G.

Induction
In most cases you will need to schedule a period of at least two hours to run applicants through induction. For some Operations fleets this would be combined with extensive training on how the fleets will be used and practising interventions using the bike. An induction kit for new users could also be useful. This would include the rules for using the fleet, information about how to book a fleet bike, how to adjust the bike to suit the rider, some cycling tips, local map(s), information about road rules and safe riding techniques; and relevant forms.

For more general fleets, induction would involve a review of all aspects of operating procedures and features of the bikes and accessories. This would cover booking systems, access to bike storage areas, check-out procedures, pre-ride checks, route selection, desirable riding attitudes and behaviours, locking requirements, return procedures; and dealing with mechanical problems and accidents.

Allocating bikes and booking systems
In some fleets a bike will be allocated exclusively to one employee; this obviously eliminates the need for a booking system.

For pooled fleet bikes there is usually little attempt to ensure both a high usage of bikes and a high level of availability of bikes for staff. However, one strategy might be to provide
exclusive use of a fleet bike to a staff member once they meet certain trip/distance benchmarks on a pooled bike.

This would encourage use and facilitate measurement as users would have an incentive to document use of the bikes. It would also then free up pooled bikes from ‘heavy’ users so that more infrequent users would stand a greater chance of having access to a pooled bike.

In most organisations, storage will be centralised in one location. Where the fleet needs to be allocated around different departments or storage areas, it will be a good idea to have a responsible person allocated in each location.

It is recommended that the bike booking system be integrated into the system used for booking cars i.e. on the same page or web link. Booking systems for large fleets may be handled via an intranet system to facilitate collation of information. Where this is not possible, a simple paper based system may be effective. A stand-alone booking form is Attachment B; if using this type of system it might be useful to have a separate book or folder for each bike, to reduce the chances of double-booking.

**Pre-ride instructions**

As part of the fleet operating procedures it is advisable to set out a comprehensive list of things to check before jumping on the bike. This needs to be relevant to your particular circumstances. A sample Two Minute 5-Step Safety Check is Attachment H. This has been adapted from DEW documentation and can be tailored to the specific requirements of your fleet.

**Instructions on appropriate riding attitude and behaviours**

Bike fleet operators will want to impress on users the importance of responsible riding behaviours and the role that they play as ambassadors for the organisation. There are a number of examples of documents that set this out. The code of conduct adopted by Brisbane City Council for its bike fleet is Attachment I. This could be adapted for your use. Getting users to read and sign documents of this kind may need to be supplemented by more attention-grabbing ways of regularly exhorting users to ‘do the right thing’, including case studies of positive behaviour circulated to users on a regular basis (see Section 6.7).

**Procedures for dealing with, and reporting problems**

There are two major sorts of problems that need to be anticipated when setting up operating procedures for a bike fleet: bike problems and accidents.

Bike problems can have different implications. They can make the bike unserviceable, dangerous and requiring immediate servicing; or requiring attention at a later date. Bikes may also be stolen and it is necessary to set up a procedure for dealing with this. The default procedure in all these situations is to call the bike fleet manager. This is one reason why it is useful to have the manager’s contact details and the organisation’s name on bikes and accessories.

Sometimes the manager will not be available to give direction and a procedure is necessary to guide users. This procedure will depend on the nature of the problem, the circumstances of your fleet and the resourcefulness of the user. In some cases the user will be able to sort out the problem, in others the user may need to lock the bike at the closest convenient, safe and legal anchoring point and make their way back to the workplace via some other mode. For this reason providing taxi vouchers can be useful.

A reporting form for bike problems will prompt the manager to note unavailability of the bike in the booking system and to get the problem fixed. A sample problem reporting form based on one developed by DEW is Attachment J.

Fleet users should also have a report form available in the event of a bike accident. A sample form is Attachment K. An Accident/Incident Procedures form which would describe emergency procedures, phone numbers etc should be carried with each bike14.
6.4 Maintenance

Most bike shops will provide a free initial service for each bike a month or two after its purchase, to adjust brakes, gears etc. Subsequent services are normally carried out yearly although bikes doing large numbers of kilometres (over 2,500 km per year) or ridden in wet/dusty conditions will require more frequent servicing.

Unless there are a sufficient number of bikes in the fleet to have a part/full-time mechanic it is probably more cost-efficient to have a maintenance agreement with a local bike shop, preferably the one that provided the bikes – for even simple repairs. If it is more convenient for staff to carry out minor repairs then adequate equipment should be provided e.g. puncture repair kits, pump, work stand, hand cleaning solution available.

The Avanti Blade or other similar bikes (referred to in Section 7 above), if used for up to 2,500 km p.a., are likely to require one service each year. This should cost about $55 (although bike shops in some areas may charge more). If bikes are ridden regularly in dusty/wet conditions an additional annual major service costing about $110 is likely to be required. Minor unscheduled maintenance may cost an additional $25 per year. During a four-year life the bike will probably require a new set of tyres at $80 per pair, two sets of brake pads at $40 per pair and a chain at about $30. Hence over a four-year life, if the bike travels up to 10,000 km, the total maintenance cost is likely to be between $470 and $910.

Basic training (see Section 6.8) should be provided to staff who will be riding fleet bikes, to carry out basic checks at the beginning and end of each trip. This should include checking tyre pressures and light batteries.

It is important for people to take some pride in the fleet to ensure that bikes are available and fit-for-use. This is easier with single-user fleets than with bikes that are part of a pool.

The bike fleet manager should check the bikes regularly – at least once a month. It takes ten to 15 minutes per bike to record trip details from the cycle computer, check that the bike is functional (brakes, gears, lights etc) and fully equipped (spares, maps etc), and to pump the tyres back to the recommended pressure.

Most users are put off by fleet vehicles which are dirty, damaged, or which break down in use. Regular maintenance will help. Breakdowns during use, such as punctures, can deter staff from using the fleet. Dial-up roadside service contracts with organisations such as the RACV\(^1\) provide a sense of confidence.

The organisation should have a simple and reliable fault reporting system; it can also determine whether to train people to repair punctures occurring outside the workplace. However it may be easier to issue taxi vouchers for users in these circumstances, or to meet other eventualities (see Attachment J).
6.5 Replacement policy

It is recommended that organisations setting up bike fleets have a replacement policy. This is likely to be based mainly on economic factors such as:

- The purpose of the bike fleet – operational fleets (e.g. police) rely heavily on having reliable bikes that are available a high proportion of the time.
- The practical life of the bike – how far it is ridden and in what conditions, and how it is ridden and maintained.
- The warranty period – new bikes generally have a warranty of five years for the frame; and 12 months or 24 months for components.
- The quality of the bicycle.
- The tax position of the employer and the period over which the bike can be depreciated (see Section 6.12).

There are also less quantifiable issues such as the desired image of the company/users and the condition of equipment.

Having a nominal replacement date for each bike can ensure that the fleet is reliable and maintenance costs are minimised.

When bikes are lost, stolen, damaged or have reached the end of their economic or usable life, it is a useful time to review whether there are an appropriate number of bikes in the fleet.

A rough ‘rule of thumb’ is that bikes should be replaced at four years or 10,000 km whichever comes first. Bikes that are used in rough conditions/bad weather should be replaced more regularly. Those that are used only in good conditions can be kept for a longer period.

6.6 Disposal of fleet bikes

Well-used bikes have very little commercial value, although they may be quite serviceable. They can be given away to a local charity or possibly traded-in when purchasing new bikes. It may be possible to negotiate an arrangement with your supplier when you purchase your fleet bikes, so that they will give you an agreed ‘trade-in’ amount at the end of a set period.

You may wish to pass on used fleet bikes to employees. Higher value bikes may be sold via auction or to employees.

6.7 Communication & promotion

Communication

Once you have set up your bike fleet you should consider developing a communication policy. This is more important in medium-sized and larger organisations, or where the fleet operates over several sites. Some of the benefits may be:

- Users are more likely to be aware of policy and operational issues.
- Potential users are aware of the fleet and any incentives to use it.

Asking for feedback can provide you with information on:

- Awareness of the fleet.
- Problems; and reasons why the fleet is not being used as much as expected.
- Other suggestions.

This information can help improve fleet operations and may increase use of the fleet.

The method of communication you use will depend on the size of your organisation, where the bike fleet is located (at one site or several) and the information you wish to convey. Methods can include:

- Internal electronic or hard-copy newsletters or magazines.
- Intranets or internal blogs.
- Posters or flyers on staff notice boards.
- CDs/DVDs.
- Newspaper articles and television news items (prompted by media releases).
Instructions on appropriate riding attitude and behaviours
See Section 6.3 above.

Promotion
There are many ways to promote your bike fleet. Here are some:

- Advertisements for the bike fleet using the media mentioned above (under Communication)
- Newspaper articles and television news items (prompted by media releases) which can help promote use of the fleet and project an environmentally responsible or health promotion public image for your organisation
- Organising teams for public mass rides and races. You might consider free or discounted entry fees for staff (and family members) or other support e.g. food, drinks, clothing or equipment
- Social rides and training courses
- Involvement in Bike Week activities and Ride to Work Day breakfasts
- Marketing ‘collateral’ with your logo. This can include jerseys, water bottles and t-shirts
- Bikes on display (with your logo)
- Emphasise that people can cycle in ordinary work clothes (with trouser clips or skirt guards). Have posters showing cyclists in business suits etc.
- Providing a free helmet to all staff who regularly use fleet bikes is an inexpensive way to encourage staff concerned about hygiene and appearance. The helmets can sit on staff desks as a permanent reminder/advertisement of the fleet and the ‘coolness’ of that staff member
- Produce promotional material including ‘success stories’ and items about how to overcome problems

Incentives
Financial and other incentives can be offered to staff to use fleet bikes. The incentives offered should be related to the benefits you want from your fleet. Remember that some of these benefits are not easily measurable e.g. a better public image.

Some suggestions are:
- Payment of entry fees for group rides
- Drink bottles, jerseys with logos etc.
- Payment for membership of a state or local bike group

State cycling groups offer a range of benefits to their members and usually include:
- Discounted entry fee to events
- Public liability and personal accident insurance
- Discounts to Australian Cyclist magazine
- Local cycling magazines and newsletters
- Organised (usually free) rides
- Discounts at bicycle & outdoor stores
- Advice on cycling issues including legal advice
- Maintenance courses

See the Bicycle Federation of Australia website for details of these groups; if your organisation is in Victoria see the Bicycle Victoria website.

You may also consider what you can do to create a ‘bike culture’ in your workplace i.e. encouraging cycling generally, including riding to work. This may include helping to set up a workplace bicycle user group (BUG) – see Attachment L.

You should note that some incentives may attract Fringe Benefits Tax (see Section 6.12 for further details).
6.8 Training

Do I need to train my staff?
When planning to set up a bike fleet, or reviewing an existing fleet, training should be considered as part of your risk management plan (see Section 6.2).

For specialised Ops fleets, where employees are required to ride a fleet bike, training is essential. In other cases you should ensure that all potential users are competent to use the fleet bikes. You have several options:

- A training course for all fleet users
- A standard test covering road rules, basic maintenance and riding skills. A skilled practitioner should administer the test. You may need to bring someone in from outside the organisation for this purpose
- A checklist to ensure competency. See Attachment I for a checklist that you could use or adapt

If a test or checklist is used and there are doubts about the competency of the staff member, then training should be required before they use fleet bikes. Training can include riding common trips, pointing out mandatory/preferred routes.

Where can I access testers and trainers?
Unfortunately there is no national cycling training scheme - the Bicycle Federation of Australia is working with Cycling Australia and the Amy Gillett Foundation to establish one. However you can contact Cycling Australia\(^{18}\) for details of accredited cycling coaches in your area. Pedal Power ACT and Bicycle SA run some cycling training courses\(^{19}\).

6.9 Bicycle user groups (BUGs)
Fostering a BUG may encourage more use of a fleet, improved cycling behaviour and increased cycling to work.

Some state bicycle organisations e.g. Pedal Power ACT encourage the formation of workplace BUGs or Ride to Work groups\(^{20}\).

A BUG may be a source of information and advice on issues of concern to novice users. This would include people wanting to use a fleet bike and others wanting to start riding for commuting, recreation etc.

Employees generally establish workplace BUGs independently of management. However, as an employer, you may want to encourage the establishment of a BUG, as a way of promoting networking among cycling staff, encouraging physical activity and promoting the success of the bike fleet. Suggestions for setting up a BUG are included as Attachment L.

6.10 Other support programs
Bike maps and route planning
Bikes should be equipped with local maps if they exist. Inexperienced riders or those not familiar with the area in which they will be riding should be provided with information about the most suitable routes (most direct or quiet streets etc.) to follow. Maps showing these routes are especially useful. Some on-line maps and route planning tools are also available.

Bike buddy schemes
Bike buddy schemes involve matching an inexperienced cyclist with a more experienced rider (the bike buddy) to ride with them for the first day, week or more. As an experienced rider, the bike buddy can answer many questions e.g. road rules and what to do if the new rider has a problem. They also provide a measure of safety - riding alone may be intimidating, but riding in company can reduce concerns and increase confidence, and show the best and safest routes\(^{21}\).
6.11 Workplace end-of-trip facilities

What are end-of-trip facilities?
End-of-trip facilities can include:

- Bicycle parking facilities
- Staff shower, change and storage facilities
- Equipment for emergency repairs e.g. puncture repair kits, pump, work stand, hand cleaning solution

Why?
Reasons for provision of these facilities include:

- Protection of the bike fleet from theft and exposure. Storing bikes inside or under cover at night, over the weekend and when not used for long periods will help prolong their life. Bicycle lockers or other secure enclosures e.g. a bike cage offer the highest level of bicycle parking security and have the added advantage of allowing storage of bicycle equipment such as helmets and panniers
- Improving staff morale and corporate image. Provision of good cycle parking and change facilities help avoid OH&S issues caused by bikes or other gear being stored in emergency stairwells or near desks. Some people may not ride if they fear ‘helmet hair’ or being ‘sweaty’ after their ride and so shower and change facilities are important. These facilities should be available to all staff
- If you run a customer-service business, improving facilities for your bike fleet might also provide a benefit for your customers, where they are available for customers to use

What and how?
Bike parking can include racks, bicycle lockers, bicycle lock-up rooms, enclosures within car parks or stand-alone sheds. If possible, bike parking at workplaces should be provided in a fenced-off enclosure within the car park or on the outside of the building, preferably close to, and with access to well-lit paths. Good signage to building entrances will assist visitors who may use these facilities. A high level of surveillance is important.

The location of the facilities should also be considered in terms of traffic movement to minimise bicycle/pedestrian and motor vehicle conflict.

The enclosure could have swipe-card, key or combination access for registered users, and fitted with inexpensive cycle parking rails, the most common being an inverted ‘U-shape’ which may be bolted or laid in concrete in the ground. With correct spacing these allow two bikes to be locked to each stand. Other stand, rack or rail designs e.g. where bikes hang off walls, used in combination with U-stands, can greatly increase the number of cycle parking spaces available. For more technical details please see the bibliography (Section 8).

Bikes stored out of sight represent a missed opportunity to advertise the fleet to potential users.
It is usually possible to find unused space in car parks that can be easily converted into a bicycle enclosure, although sometimes it might be necessary to use a number of small enclosures rather than one large one. However, in some more difficult cases it may be possible to store a pool bike inside the office e.g. if a particular room is allocated. If there is insufficient space for off-street parking, then on-street cycle parking during normal working hours may be an option if there is a good level of surveillance. This may require negotiation with the local council.

Lack of space for bike parking facilities may influence bike choice towards a folding bike which can be stored indoors in offices or storage rooms.

Change facilities
These can include showers, toilets, change areas and clothing lockers. Best practice would see the inclusion of towel racks, ironing boards, irons, hair dryers and full-length mirrors.

Hygienic and functional change rooms, showers and secure lockers need to be provided for cyclists in sufficient numbers to enable efficient use. Separate facilities should be provided for females and males. Change rooms should be capable of being locked and preferably located in well-lit areas as close as practicable to bicycle storage areas.

Lockers, capable of storing clothing and damp towels, cycling gear and other effects, should be secure and well ventilated; full length lockers are preferred. If there is insufficient space for lockers, consideration should be given to well-ventilated multi-user towel racks.

Legislation
In a number of Australian jurisdictions, planning provisions now require a minimum amount of bicycle parking, and other facilities, including showers, lockers and change rooms, in new or refurbished buildings. As a result, many bicycle parking areas are being installed when the building is constructed, rather than fitted later.

Planning
An important point to note is that when designing these facilities, growth in their usage should be anticipated.

Expertise
If there is one, the workplace bicycle user group (BUG) should be consulted in the design of facilities. If there is a lack of relevant expertise in the organisation, external expertise can be obtained. Cora Bike Rack are providers of Australian made racks and Bicycle Victoria (BV) offers consultancy services in managing the low-cost provision of bike parking. BV also publishes a bicycle parking handbook and technical guide. It is strongly recommended that you obtain advice to ensure that the bike parking solution you choose is appropriate to your needs and optimises the use of the available space. As noted previously, technical specifications can be found in the bibliography (Section 8).

The lack of secure storage and end-of-trip facilities are frequently named as obstacles for those who want to ride to work, and are likely to inhibit the establishment of a bicycle fleet. This issue may require senior management support and cooperation from facilities management.
6.12 Tax implications
The tax position of organisations and individual employees depend on individual circumstances and thus it is not possible to provide a comprehensive guide to the financing and tax implications of bike fleets. However, it is possible to set out some general principles and issues that organisations need to take into account. You should seek your own advice from professional advisors on these and any other issues that could affect your tax, legal or accounting position.

Tax treatment of bicycles purchased by the organisation
In the case of tax paying entities, the organisation will typically need to assess the status of fleet bicycles purchased and going into the fleet.

For accounting purposes, organisations may typically write off minor capital expenditure under a certain limit, for example $1,000.

For taxation purposes, the Australian Tax Office (ATO) has determined an effective life of 10 years for bicycles, in accordance with Tax Ruling TR 2006/5. Capital expenditure (bikes and other equipment) may be depreciated as an individual asset. Alternatively, where the expenditure is under $1,000, the bikes could be allocated to a Low Value Pool where assets are depreciated at 37.5% diminishing value method (DVM) per annum. Although the requirement is for all capital expenditure with an enduring benefit to be capitalised, unofficially, capital expenditure under $100 is generally expensed in the year of acquisition.

Tax treatments of bicycles disposed of by the organisation
Bicycles may be given to employees on their replacement, or sold by auction or to an employee. Where the bicycle is sold for more or less than its book value, a gain or loss respectively will arise.

If the bicycle purchase has been allocated to the Low Value Pool, any consideration for its disposal offsets the Low Value Pool.

Where the bicycle is sold or given to an employee for less than its market value, a fringe benefit may arise, subject to the details below.

Fringe benefits tax (FBT)
Treatment of bicycle benefits to employees may be an issue. In most cases the FBT impacts would apply in the following ways:

- Where bicycles are used exclusively as part of the organisation’s operations, there would be no fringe benefits tax payable
- If an employer provided a bicycle to an employee for private use, FBT would apply. It would be considered a Property Fringe Benefit
- Where benefits are minor and infrequent they can be exempt from FBT. This requires them to be less than $100 in value and infrequently provided

This may allow you to offer incentives such as payment of mass ride entry fees to your employees where the value is less than $100 and the benefit is provided on an infrequent basis. It may also cover occasional private use of a bike from your fleet (also see below).

Benefits may be exempt from FBT where the limited use of equipment off business premises qualifies for an exemption provided the equipment is ordinarily located on those premises or at a worksite for use in business operations. This exemption extends to equipment e.g. a personal computer that an employee borrows to use overnight or at weekends. The exemption does not extend to use of motor vehicles. Refer to use of property – residual benefits (FBTAA subsections 47(3), 47(4), 47(4A)). A bike is likely to cost less than a laptop, so it could be argued that this fringe benefit would also be exempt.

Some employers are FBT exempt and others are allowed an FBT rebate. For some, their entitlement to the FBT exemption or FBT rebate is capped. These include charitable institutions, some public benevolent institutions, health promotion charities, public and non-profit hospitals, public education institutions, public ambulance services, employer associations and religious institutions. You should determine your FBT status before providing employee benefits.
Where a fringe benefits tax liability does exist, this may need to be included in the calculation of payroll tax and workers’ compensation liabilities, depending on which state/territory you are in.

6.13 Financing options

Generally the most convenient way to finance a bike fleet is to purchase bikes and other equipment outright, although it is possible to acquire them on an operating lease basis, as is often the case for car fleets. However, setting up the necessary documentation and agreements may not be worthwhile for the balance sheet benefits associated with operating leases, given the low capital costs involved.

There may be other benefits from operating leases e.g. increased reliability and reduced organisational time spent on managing the fleet. Bicycle SA’s ‘Intrabike’ scheme\textsuperscript{27} provides bikes, maintenance and insurance to organisations for an annual fee. This option may be particularly attractive to organisations which do not have a person available to take on the duties of the bike fleet manager.

We are not aware of any financial institutions prepared to provide finance leases for fleet bikes however this may be an option if you are setting up a large fleet.
7 Evaluation

It is recommended that operation of the bike fleet is evaluated to determine that it meets your organisation’s objectives. Informal evaluations could be carried out at three and six months after inception to ensure that the operation of the fleet is satisfactory. A more formal evaluation could be carried out at 12 months and annually thereafter.

Issues you may wish to consider, and compare with initial targets (see Section 6.1) include:

- The number of fleet users
- Distance travelled by fleet bikes
- Availability of bikes/booking problems
- The condition and reliability of fleet bikes
- Fleet costs (establishment and operation)
- Accidents
- Other reported problems e.g. lack of access to parking or change facilities
- Staff morale
- Financial savings through employee productivity improvements; improved employee health & fitness, resulting in reduced sick leave & absenteeism; and reduced turnover
- Cost savings e.g. taxi fares, car parking charges, fleet car running costs and possibly a reduction in the number of fleet cars
- Other indirect benefits e.g. improved public image, promotional opportunities and profile raising e.g. media reports
- Reduced greenhouse gas emissions - related to fleet use/replacement of car and taxi trips
- Improved equity and access to transport for staff without a drivers’ licence or under the age at which they are covered by the organisation’s car fleet insurance, typically 25 or 21 years of age

Data can be collected from forms used for fleet management, bicycle computer readings etc. Other information can be gathered through staff surveys and human resource management records. Staff can be asked why they use/do not use the bike fleet; and improvements should be made where possible.

The Cost-Benefit Calculator (Attachment M) can be used to determine financial outcomes.

Some fine-tuning of the fleet’s operation is likely to be required during the first 12 months as staff adjust to the concept.

8 Bibliography

Amy Gillett Foundation website: www.amygillett.org.au
Bicycle Federation of Australia website: www.bfa.asn.au
Cycling Australia website: www.cycling.org.au
Cycling Promotion Fund website: www.cyclingpromotion.com.au
League of American Bicyclists website: www.bikeleague.org
9 Glossary

Bicycle User Group (BUG): A group of bicycle users in a specific locality or workplace who have an interest in sharing information, organising rides, promoting cycling and improving the environment for cycling in their locality or workplace

Bike buddy: An experienced cyclist who rides with a beginner or less experienced rider when the new rider joins a bike fleet (or begins to ride to work). The bike buddy can answer questions e.g. regarding road rules and what to do if the new rider has a problem. They also provide a measure of safety – riding alone may be intimidating, but riding in company can reduce concerns and increase confidence

Demonstration fleet: Motivated by a commitment to promote cycling to reduce vehicle emissions or increase activity levels to improve the health and well-being of staff

Folding bike: A bicycle, generally with small wheels (about 16 to 18 inches), which can be folded for easier transport or storage

Hybrid, city & comfort bikes: Sturdy bikes with relatively narrow rims suitable for moderately good on-road conditions

Mountain bike (MTB): Sturdy bike with broad rims/tyres, front suspension (sometimes rear suspension too) and low gearing, suitable for rough/off-road conditions

Ops fleet: Initiated where staff are able to use bicycles to carry out their functions more efficiently than using alternative travel modes. Examples include fleets used within workplaces, such as oil refineries and airports; and bikes used by police and ambulance officers

Personal bike: Only one employee uses the bike but it is purchased and maintained by the employer

Pool bike: The bike is used by a number of employees according to need and, where necessary, a roster or booking system is put in place

Power-assisted bike (PAB): A bicycle with power assistance (generally from a small battery-powered electric motor) which allows people to travel longer distances with less effort than a conventional bike

Single user bike: See personal bike

Staff fleet: Introduced where staff are likely to use fleet bikes as a substitute for other modes. This is more likely to be the case where the environment for cycling is fairly good and there is a local cycling culture

Sustainable transport plan (STP): A guide comprising multi-modal transport access information for a particular organisational location

Workplace travel plan: A green travel plan or transport access plan based on workplace travel behaviour; see also sustainable transport plan
10 References

2. For example, Method 1, 2, 3, Project Management Templates, www.method123.com
4. All prices quoted are approximate, include GST and were obtained in February 2007
5. See list on the Bicycle Federation of Australia’s website at www.bfa.asn.au
7. See Bicycle Industries Australia Inc, www.bikeoz.com
18. Cycling Australia, www.cycling.org.au
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