

London Bridge Cycling Strategy

A report for Team London Bridge
September 2018



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01 Vision and Mission

Vision: Cycling will play a major part in the ongoing transformation of London Bridge as a globally significant place of modern commerce, enterprise and creativity, and in creating one of the UK's busiest flagship transport hubs.

A better cycling network will enable the area to become quieter, greener, safer, less polluted, more welcoming, more inclusive, more efficient and better connected. It will benefit communities that work, visit and live in London Bridge.

Mission: In partnership with our BID members, Transport for London, and the London Borough of Southwark; Team London Bridge will secure a legible and comfortable network for cycling, integrated with high quality cycle parking, cargo-bike delivery services and cycle hire schemes – enabling an effective, healthy and productive business environment.

Team London Bridge will lead by example through communications and services that support behaviour change, safety and security, while realising other complementary place-shaping objectives to benefit pedestrians and public transport users.



02 Executive Summary

Creating a culture of cycling enabled by an environment that aids and supports it is a significant aspect of modern placemaking. Congestion and overcrowded public transport act as a brake on economic development, and as London Bridge continues to grow, the way in which finite road space is distributed will become ever more critical to the district's continued growth and success. Cycling offers an important solution – this simple, enjoyable and healthy way of getting around is also a very space-efficient mode of transport. Cycles offer immense flexibility as door to door transport for meetings as well as commuting, and for carrying goods including deliveries to customers and even passengers – typically arriving faster than motorised vehicles in a dense urban environment.

Attaining the true benefits and potential of cycling means that more people need to be attracted to the mode. Already, cycling is more prevalent in the London Bridge area than anywhere else in the London Borough of Southwark (11% compared with 4.5%). The aim of this strategy is to double this already excellent performance by 2025. This strategy supports the development of a wide range of measures to promote cycling, including:

- construction of Cycle Superhighway 4 and its extension through the district;
- creation of a Liveable Neighbourhood that reaches beyond the BID boundary to extend wider economic and place-making benefits to the surrounding community;
- development of a network of quietways and quieter streets, together with improved permeability including allowing cycles to go two-way on one-way streets;
- a substantial increase in cycle parking, targeted first where the need is greatest;
- increasing cycle storage by working in partnership with developers, the planning authority and other stakeholders;
- encouraging businesses to use cargo-bikes via delivery companies or procure their own fleets;
- behaviour-change and communications activities to support people into cycling; and
- road danger reduction, road user behaviour and reductions in cycle theft through continued work with the Metropolitan Police.

This strategy will be delivered by the Placeshaping team at Team London Bridge in partnership with the BID's membership, Transport for London, the London Borough of Southwark, developers and other stakeholders.

03 Setting the Scene

Why a cycling strategy?

Team London Bridge has a mission to further London Bridge's position as a globally-significant, historic and vibrant place of modern commerce, enterprise and creativity. Achieving this vision requires investment in modes of transport that make best use of finite available space and which, of themselves, actually contribute to achieving the mission. Together with walking, cycling is central to achieving the Business Improvement District's vision for the future, as set out in the London Bridge Plan.

In addition to providing a major employment hub, London Bridge is an area that thrives on daytime and evening visitors coming to enjoy the district and its growing list of attractions. With the recent completion of the new station has come a new town centre with nearly 80 new retail outlets. New and planned cultural attractions include Science Gallery London, Bridge Theatre and Southwark Playhouse.

Major new mixed use residential, commercial and retail development sites identified in the New Southwark Plan are already coming forward, particularly along St Thomas Street, including the planned intensification of the Guy's Hospital / King's College London campus. London Bridge is becoming one of London's primary business hubs, ideally located on the edge of the City of London and developers and their tenants are attracted to the area because of the district's proximity and accessibility.

Team London Bridge's response to the district's growing vibrancy and economy is to acknowledge that more people cycling will bring a host of accessibility, inclusion, economic, health and business benefits. Investments in cycling that also improve the walking environment will enable London Bridge to become ever more welcoming as a place to work and visit.

Currently, both local perceptions and technical assessments indicate that London Bridge is relatively poor for cycling, that there has been little specific infrastructure investment and that Team London Bridge has done little to focus on cycling in the past. This strategy will drive ongoing transformation so that London Bridge can reach the potential it has for cycling given its central location and reputation for high quality transport links.

Policy context

This cycling strategy sets out a series of proposals for cycling based on a combination of site visits and feedback from an extensive stakeholder engagement exercise. It also considers policies, targets and proposals set out in Team London Bridge's London Bridge Plan, the Southwark Local Plan, the Southwark Cycling strategy, TfL's Area Outcome Report (2017), the Mayor's Transport Strategy, and the London Plan. This report seeks to influence the new Local Implementation Plan (LIP) and its accompanying programme of schemes.

The most important documents with regard to investment in the public realm are the **London Bridge Plan**, **Mayor's Transport Strategy**, **Southwark Local Implementation Plan** and **Southwark Cycling Strategy**. At the time of writing the Local Implementation Plan is in the process of being prepared. Also important is TfL's **Outcome Plan** for London Bridge.

For development, the draft **London Plan** and **Southwark Local Plan** are increasingly influential as both documents are nearing final adoption. Recent changes to the National Planning Policy Framework have given greater impetus to prioritising active travel from the outset of development planning.

London Bridge Plan



Currently 11% of commuters arrive in London Bridge by cycle, compared with 4.5% elsewhere in Southwark. This impressive statistic aligns perfectly with Team London Bridge's role, through partnerships between people and businesses, to develop a sustainable London Bridge that supports people who live, work, enjoy and do business in the district.

Cycling projects identified in the London Bridge Plan are summarised in the Table 1 on the next page.

Table 1: Cycling-related projects identified in the London Bridge Plan

London Bridge Plan	Relevant opportunity recommendation in this report
<p>The Low Line: A world-class corridor connecting historic railway arches and their economic opportunity to the public realm</p>	<p>Parts of The Low Line provide opportunities to incorporate cycling infrastructure including segregated contraflow cycle tracks, reduced speeds and volumes of motor-traffic and additional cycle-parking to serve new attractions along the route.</p>
<p>St Thomas Street Boulevard: a pedestrian focused public realm bringing new opportunities for amenities, seating and business</p>	<p>Introducing a contraflow for cyclists on TfL controlled St Thomas Street and maintaining cycle access associated with future public realm improvements.</p> <p>Introducing a Liveable Neighbourhoods project encompassing surrounding borough-controlled streets (Liveable Neighbourhoods can only be delivered by the boroughs on their own streets and spaces)</p>
<p>High Street London Bridge: A permeable integration of the redevelopment of London Bridge Station and Tooley Street</p>	<p>Extending Cycle Superhighway 4 from Jamaica Road in the east to London Bridge in the west: this report recommends either a segregated cycle track or integration of cyclists within an environment focused on pedestrians, with low volumes and speeds of motorised traffic</p>
<p>The Green Grid: Bringing London Bridge's green and open spaces up to world-class standards and link them via a grid of cycle-friendly streets</p>	<p>Developing and submitting a Liveable Neighbourhoods bid to develop an area-wide all-in-one approach to London Bridge's green spaces and connections between them. The Liveable Neighbourhood will extend into surrounding areas to bring wider benefits to neighbouring communities.</p>
<p>General</p>	<p>The London Bridge Plan highlights the diverse range of attractions and opportunities in the district. This strategy makes the most of these through proposals to:</p> <ul style="list-style-type: none"> • Provide high quality infrastructure and a welcoming environment for cycling, with wider benefits for those on foot, augmenting the opportunities identified in London Bridge's identified character areas – the riverfront, commercial core and railway arches. • Improve access to the attractions with 20% more cycle parking provided on-street and working with developers and the planning authority to secure future proof levels of cycle storage in new development. • Improve the service businesses can provide to each other and their clients by using cargo-bike services for delivery and inter-site transport. • Raise awareness of cycling as a means of reaching the range of attractions available, a proposal that will also stimulate the visitor economy and help extend the core economic activity zone of the district - also attracting the creative industries to deliver more vibrancy and variety.

Mayor's Transport Strategy 2018-2041

The Mayor's Transport Strategy was published in early 2018 and is built around the Healthy Streets approach, which gives emphasis to active travel and overcoming inactivity-related obesity, cancer, diabetes and heart disease. Overall the strategy seeks to reduce dependence on cars, particularly within Inner London, and the promotion of active travel and road danger reduction. Under Policy 2, the strategy sets out a range of proposals that support the recommendations set out in this report.



Policy 2 states that the mayor, through TfL, will work with stakeholders to make London a city where people to choose to walk and cycle more often. It will achieve this by improving street environments and by promoting the benefits of active travel with an aim of enabling people to undertake at least 20 minutes' exercise each day.

The policy will be delivered through:

- Creating 'liveable neighbourhoods' that improve the experience of walking, cycling and using public transport
- Providing 'healthy routes' that provide access to schools, parks, health services and town centres – includes cycle superhighways and quietways.
- Providing more secure, accessible cycle parking
- Improving accessibility for people with disabilities
- Removing barriers (to walking and cycling)
- Ensuring that all London road schemes improve conditions for walking and cycling.

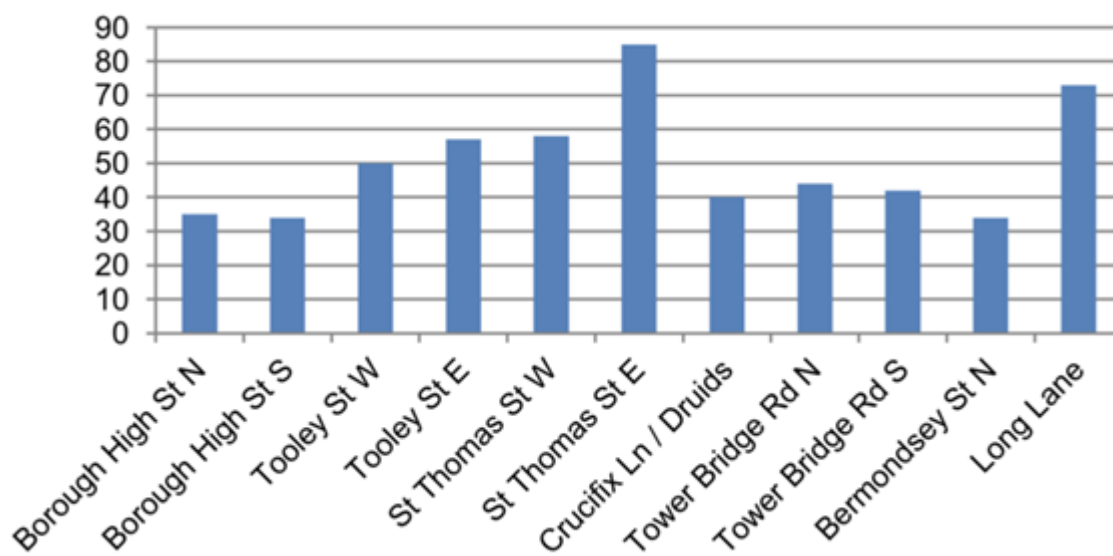
The Mayor's Transport Strategy is accompanied with a guidance document that, until October 2018, is being used by the boroughs to prepare their third Local Implementation Plans (LIPs). The guidance provides a summary of all policies and proposals also indicating responsibilities. Completed LIPs will inform the boroughs' Annual Spending Plans submitted to TfL in response to allocated funding.

London Bridge Outcome Plan

The London Bridge Outcome Plan was published by Transport for London in late 2017 and relates to the Transport for London Road Network (TLRN) which comprises Borough High Street, Tooley Street, Tower Bridge Road, Druid Street, Bermondsey Street (tunnel to Tooley Street) and St Thomas Street.

The plan also prepared a 'Healthy Streets' assessment, the outcomes of which are summarised in Figure 1.

Figure 1: London Bridge area – Healthy Streets scores



London Bridge scores poorly on a number of criteria including safety, air quality and noise. Cycling elements scored particularly poorly.

The plan's key findings and calls to action include:

- Acknowledgement of Network Rail's contributions through the s278 Agreement relating to St Thomas Street, Bermondsey Street and Tooley Street.
- Noting a steep increase in cycling, quadrupling since 2005, with one of the highest flows of cyclists in London found on London Bridge – up to 7,900 cycles per day compared, for example, with Bishopsgate (6,700 per day).
- Noting above average road danger where, on a rate basis (not just absolute numbers) cyclists have a 43% higher than average risk of collision, compared for example with Bishopsgate at 32.2%.
- Acknowledging key collision clusters – noting Borough High Street / Long Lane, Duke Street Hill and St Thomas Street junctions, Tooley Street and the south end of Tower Bridge Road. These clusters reflect what stakeholders have told us about their perceptions of risk (with the exception of the north end of Tower Bridge Road, where risk is perceived).

- Reporting significant exceedances of EU limits on nitrogen dioxide emissions on the TLRN corridors, peaking towards river crossings.
- Highlighting future challenges including: a potential failure to cater for demand from Cycle Superhighway 4 (CS4) and background growth of cycling, and more pressure on footway space (limiting opportunities for taking space for segregated cycling infrastructure and cycle parking). TfL also identifies a challenge of balancing servicing (maintenance / underground services) with accessibility and public realm quality and continuity.

The Outcome Plan identifies some immediate priorities which are strongly supported by this cycling strategy, including:

- Enhancement of existing 'facilities' (including advanced stop lines, cycle lanes and on-street cycle parking);
- (Passive) provision for CS4 – this strategy seeks to bring this forward; and
- General uplift of Healthy Streets scores.

Some specific immediate priorities are identified:

- Reinstatement of bus services, two-way, on Tooley Street;
- Addressing road danger at collision hotspots (this strategy recommends including road danger hotspots identified by stakeholders) – referred to in the MTS as schemes to improve safety at junctions in particular; and
- Management and consolidation of deliveries (which can, in part, be achieved using cargo-bikes).

Southwark Local Implementation Plan

The Local Implementation Plan is currently being written and is due for publication in the coming weeks. It will be Team London Bridge's main opportunity to influence proposals for TfL-funded schemes in the London Bridge area (with Team London Bridge match-funding for small projects and other funding from developer contributions). Team London Bridge will engage fully with LB Southwark and the LIP consultation process in order to attract investment.

Southwark's Cycling Strategy, Cycling for everyone 2015



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Proposals in *Southwark's Cycling Strategy 2015* are reflected in the emerging Local Plan. A network for cycling is defined which includes Bermondsey Street, Tooley Street, Snowsfields, and Weston Street. The plan is designed to be updatable as changes occur.

The Council has set a target of more than doubling cycling as a mode choice for all trips by 2025/6 from 4.5% in 2015 to 10%, and for trips to work and school to 15% by 2025/26.

The target for reducing collisions is to almost halve the number of casualties by 2020 and then work towards Vision Zero - no pedestrian or cycle casualties on the borough's road network - in part by adopting the Gold FORS standard for all heavy goods vehicle operators running council contracts. Given the concentration of employment and other activities, and subject to further work to establish a baseline, it is likely that Team London Bridge can exceed this target for commuter journeys ending in the district and also achieve more gender and BAME equality.

To deliver the plan, cycling is embedded in all of the Council's (emerging) planning and transport documents, meaning that it will be possible to justify funding from Transport for London and lever CIL and s106 funding from new development.

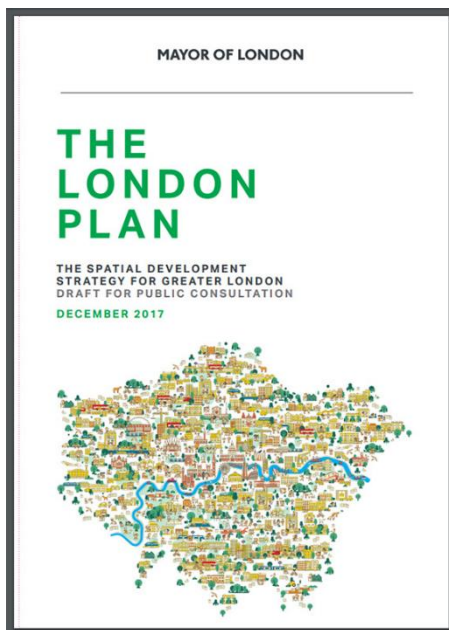
Key objectives of particular relevance to London Bridge include:

- reducing conflicts between people and vehicles, HGVs in particular;
- segregating cyclists from other traffic where enforced speed limits are above 20mph;
- introducing filtered permeability, innovative road layouts and safety technologies;
- securing cycling improvements through planning and regeneration processes;
- incorporating cycle network maintenance in routine maintenance and work programmes;
- supporting businesses and organisations using cycling as a key part of their operations;
- increasing and improving cycle parking in town centres, other destinations and at stations, also providing parking for different types of pedal-cycle;
- promoting cycle training for adults and children who live, study or work in Southwark; and
- monitoring uptake of cycling and public satisfaction.

Key relevant funding commitments (or commitments in principle) of relevance to London Bridge include:

- CS4: £2m per annum for three years (assumed from 2018/19 to 2021/22);
- filtered permeability: £130k per annum; and
- cyclist training £165k per annum.

London Plan (draft 2018)



The draft London Plan gives clear emphasis to the role and promotion of sustainable travel, with a headline target of 80% of all journeys to be made by foot, cycle and public transport by 2041. Emphasis is given to walking and cycling as primary modes within inner London, supported by more stringent parking standards for new development. The plan is a draft, subject to the outcome of an Examination in Public (evidence is invited). There is currently no timetable for publication; however, this is likely in late 2018 or early 2019 depending on the outcome of the Examination in Public.

Some planning authorities are promoting their own more challenging parking standards in their draft Local Plans.

Southwark Local Plan

Southwark's new Local Plan will be submitted for an Examination in Public in early 2019 (therefore, with reference to prematurity, the current Local Plan has decreasing relevance).

The most relevant proposed policy – P50, sets out a list of specific requirements of new development including making financial contributions towards delivering the cycling network and providing sufficient, well-designed cycle storage.

The Local Plan also supports the development of car-free development which will generate additional demand for cycling.

Other documents

In preparing this strategy ActivePlanning and MP Smarter Travel have reviewed other documents including:

- *London Bridge Connectivity* – prepared for Team London Bridge by Jacobs, 2015, which includes options for traffic management with a focus on Tooley Street and St Thomas Street. Of the options for St Thomas Street, Option C is being implemented (page 24): this makes St Thomas Street one-way westbound from Bermondsey Street as far as the Maze Pond and provides for a general traffic turning circle to service the remaining two-way section west of The Maze Pond. Taxis will access The Shard from the east only.
- *Joint consultation response by Team London Bridge and Better Bankside* with reference to CS4. The letter expresses a desire for designs to be worked up for CS4 west of Jamaica Road ‘in the near future’ so that cyclists entering London Bridge are not faced with negotiating areas of London Bridge that already have a poor safety record.

Conclusions

- Cycling will be integrated with wider proposals set out in the London Bridge Plan, delivering added value and also increasing the business case for scheme development.
- Given the highly supportive policy context, London Bridge can establish itself as the hub of innovation and activity in relation to meeting the London Mayor’s ambitions for cycling. Given the density of activity, published targets may already not be ambitious enough with regard to cycled trips in the area.
- The London Bridge Outcome Plan strongly supports the theme of proposals set out in this report, with issues and proposals identified which closely aligned with those raised by stakeholders and site visits. This alignment is a good starting point for negotiations to raise the profile, ambition and urgency of TfL’s proposed schemes.
- There are opportunities for funding cycling including borough LIP allocations, TfL grants for air quality, motorised delivery reduction, and TfL road network planning.
- Specific funding is available to develop and deliver a potential Liveable Neighbourhood with match-funding from developer contributions.
- New developments have the opportunity to demonstrate best practice for supporting cycling and generating new cyclists.
- Team London Bridge has already commissioned extensive transport options studies that feed into this report’s recommendations and provide strong background support for the Team London Bridge Cycling Strategy.

04 Targets



Target audience

Given Team London Bridge’s scope of influence, the primary target audience for cycling is those who could cycle their entire journey of up to 5km (3 miles), which equates to the distance at which Dutch experience finds cycling drops rapidly in favour of other modes. This is also reflected in Transport for London’s *London Area Travel Survey* and the latest census which record levels of cycling as the main mode. The radius 5km is considered useful with regards to Team London Bridge responses to various consultation exercises and also stakeholder engagement.

However, whilst 5km is useful with regards to standard statistical parameters, this is not to diminish the importance of cycled trips to stations as part of longer journeys, or the potential for commuters to cycle up to 10km or more if facilitated by improved infrastructure or e-bikes. Team London Bridge will, for example, continue to ask Network Rail to expand its London Bridge cycle parking area to meet future demand. The target is for at least 22% of commuters to have completed at least part of their journey by cycle.

Objectives, outcomes and monitoring

Targets have been derived from our baseline discussions with the public, member businesses and landowners, Transport for London, the London Borough of Southwark and also from background documents including the Southwark Cycling Strategy. Table 2 on the next page provides a summary of sources for cycling targets in this document, including the need to establish local baselines

Table 2: Sources for targets in the Cycling Strategy

Team London Bridge objective	Target outcomes	Data source for baseline and monitoring
Increase positive perceptions of London Bridge as a commercial district that welcomes cycling for commuting, visiting and passing through.	<ul style="list-style-type: none"> • Increase in cycled journeys to work from 11% to 22% by 2025/6 (a doubling of current levels) • London Bridge area compares favourably with other parts of Central London for cycle safety and cycle parking. • Reduce bike crime across the area to between 50 and 99 per year. 	<ul style="list-style-type: none"> • London Bridge Plan (11% of people cycle all or part of the way to work) • Doubling of cycling in line with LB Southwark Cycling Strategy (4.5%-10% of journeys cycled and 15% of journeys to work by 2025/6) • LIPs outcome monitoring • Team London Bridge user panel research • Police data
Make London Bridge more inviting for cycling through design and reduced motor traffic.	<ul style="list-style-type: none"> • Increase in cycled journeys to work from 11% to 22% by 2025/26 (a double of current levels) • Double the number of cycle journeys along key routes. • More cycles than motor vehicles on selected streets during am peak. • Increase the number of public street-based cycle parking spaces by 20% 	<ul style="list-style-type: none"> • London Bridge Plan based on LB Southwark LIPs outcome monitoring (4.5%-10% in same period) • TfL data and suggested localised traffic counts (Team London Bridge) • Localised count (Team London Bridge) • Localised count (Team London Bridge)
Support workplaces to provide conditions for cycle growth.	<ul style="list-style-type: none"> • All new development will meet or exceed London Plan cycle parking standards from 2018. • 20% cycling rates in new developments. • Increase in secure cycle storage and showering facilities 	<ul style="list-style-type: none"> • Southwark planning portal. • Case studies • Case studies
Work with Team London Bridge Members to stimulate use of cargo-bikes	<ul style="list-style-type: none"> • 50% of businesses will make regular use of cargo-bikes by 2023 	<ul style="list-style-type: none"> • Business survey
Expand and improve the cycle-hire offer for work and visitor trips in London bridge	<ul style="list-style-type: none"> • Increase Santander cycle journeys by 20% by 2023 • Increase the number of cycle hire (dock and dockless) spaces • Improved perceptions of dockless bikes 	<ul style="list-style-type: none"> • TfL data • TfL and Southwark monitoring • Team London Bridge user panel survey and member feedback.
Stimulate diversity in the cycling population	<ul style="list-style-type: none"> • 50% of cyclists travelling to work in London Bridge to be women, BAME groups and disabled groups combined by 2025/26 	<ul style="list-style-type: none"> • Workplace monitoring (e.g. travel plan surveys)

Recommendations

Team London Bridge will work with its members, Southwark Council and Transport for London to realise and monitor performance against the following targets:

- A doubling of cycled journeys as the main mode of travel to work from 11% in 2015 to 22% by 2025/26 in London Bridge, based on the London Bridge Plan and the timeframe set out in the Southwark Cycling Strategy.
- At least 50% of commuter cycled trips to be carried out by women, BAME groups and disabled people by 2025/6.
- 100% of London Bridge Streets will carry more cycle traffic than motor traffic by 2025/6, just as London Bridge (King William Street) itself already does.
- 80% of all trips within the London Bridge area to be made on foot, cycle and public transport by 2041 in line with the London Plan and Mayor's Transport Strategy.
- All new development proposals will meet or exceed London Plan cycle parking standards from 2018, with 20% of occupants cycling.
- 50% of Team London Bridge business members to make regular use of cargo-bikes by 2020 based on stakeholder feedback.
- Improve the cycle hire offer, and improve management and perceptions of dockless cycles.

05 Cycling in New Developments



Background

New development is an opportunity to accommodate rising demand for cycling and to reflect an aspiration for more to come. The background to this is that previous development has not made adequate provision for cycle storage and access, which was understandable given low demand at the time of planning. However, with rising demand this has led to estate management challenges with regard to space allocation, affecting occupiers.

Whilst prospective occupiers do not necessarily consider cycling as part of tenancy negotiations, it soon becomes important once they have moved in, that storage and related facilities are important (often to senior staff members). Cycle parking is therefore an understandably popular request / suggestion amongst Team London Bridge members who recognise that shortages are an issue for their staff.

A number of major development sites are identified in the Local Plan which will increase levels of demand from visitors. This further underlines the need to focus investment on modes that are efficient with space. Key development sites include:

- London Bridge Health Cluster which comprises Guy's Hospital;
- land between Melior Street, St Thomas Street, Weston Street and Fenning Street;
- land between St Thomas Street, Fenning Street, Melior Place and Snowsfields, including a pedestrian link between Snowsfields and St Thomas Street; and
- Colechurch House including a pedestrian link to the Thames.

The resulting mixed-use developments comprising retail, office and residential uses will intensify commercial activity to the south of the station and provide a great opportunity to raise the importance and status of cycling in planning decision-making. They will also enable innovation and best-practice to become established.

Recommendations

In order to ensure that new development maximises opportunities to increase cycling in the London Bridge area, Team London Bridge will:

- make the most of opportunities arising from developer contributions through s106, planning conditions, CIL and s278 interventions to deliver a wide range of interventions for active-travel locally and also in the wider area;
- compile descriptions of best-practice innovations; including corporate memberships of cycle hire services, inclusion of cargo-bike loading bays and so on as means of mitigating the effects of new development and supporting a growing culture of cycling in London Bridge;
- seek the setting aside of land to enable the construction of cycle infrastructure including contraflow cycle lanes, cycle tracks, cargo-bike parking bays, cycle parking and cycle hire docking stations; and
- meet and exceed London Plan cycle parking standards, including the incorporation of parking for adapted and larger cycles.

The range of projects that may be supported by developer contributions is described in the remainder of this document.

06 Infrastructure



Background

With its network of historic streets, London Bridge has immense potential to become one of London's favourite places to visit by cycle. By developing high quality cycling infrastructure – including permeability measures and the CS4 extension; wider complementary public realm and place-shaping benefits can also be delivered. The investment will bring significant benefits to businesses, including (potentially):

- improved accessibility by cycle for more of their staff;
- a better working environment – better streets, a more 'liveable' place that encourages social interaction and networking outside of the office environment – thus improving mental health, job satisfaction, employee retention and performance;
- healthier, more productive staff arriving more reliably;
- a more vibrant place because new shops and businesses will open as cycling and associated public realm investment open up hitherto less accessible, more 'hidden' areas;
- new opportunities to open up the evening and weekend economy, including new street markets and creative activities;
- reduced risk of staff and suppliers being caught in congestion – more reliable, faster business to business journeys within cycling distance; and
- improved Corporate Social Responsibility with reference to health, wellbeing, impact management and sustainability.

In order to deliver the benefits, it is important to understand the current situation. At the time of writing:

- London Bridge is not an inviting place for cycling and performs poorly with regards to Healthy Streets criteria (TfL Outcome Report). The district is distant from the key Cycle Superhighway routes (until CS4 is completed – but this will not continue through the area), the nearest of which are at Blackfriars Bridge and Lower Thames Street. Quietway 4 enters the area briefly (on Newcomen Street) before diverting southwards to meet Quietway 1.
- Road danger is a perceived and real feature of the major links and junctions, most of which are Transport for London controlled, and designed for maximum motor traffic throughput in restricted space. Particular problems are highlighted in TfL's Outcome report, which shows clustering of collisions at the junctions of London Bridge and Duke Street Hill, the series of signalised junctions on Borough High Street, and the western half of Tooley Street.
- There is very little dedicated cycling infrastructure, and much of what did exist, including a section of Weston Street, has been removed as part of the London Bridge Station redevelopment project.
- Permeability for cycling is highlighted as a key issue that could be resolved with contraflow and exemption measures, modal filters or the opening up of some streets to two-way operation for all vehicles. A porosity study undertaken in support of the Southwark Cycling Strategy demonstrates a lack of north-south permeability for cyclists crossing the railway line – this includes the absence of contraflows on Snowfields, Bermondsey High Street and St Thomas Street. Recent traffic schemes have done little to solve this challenge, which, at the time of writing, is being addressed through LB Southwark proposals to develop a new local Quietway from Tooley Street to Weston Street.
- The relatively poor environment for cyclists also extends to pedestrians. London Bridge is generally a vibrant area. However in relation to Healthy Streets (walking) criteria it scores particularly poorly with regard to traffic-related criteria: 'noise', 'feeling relaxed' and 'air pollution' (source: TfL Outcome Plan – London Bridge, 2017). These criteria are important with regards to making London Bridge an inviting, welcoming, healthy and safe place.

What you told us

The annual Team London Bridge User Panel survey was established in 2014 and provides a snapshot of user perceptions about the district, including comparisons with other areas of inner and central London.

The survey indicates, albeit with a small sample-size, individuals' levels of confidence when cycling and their suggestions for cycling improvements. 47% of respondents said they felt confident when cycling on major streets; however, 51% of cyclists felt confident only on quiet streets and 2% would not cycle anywhere outside of parks where there is no threat from motorised traffic.



To improve conditions for cycling, first among the suggestions with 62% of responses, was cycle tracks that remove cyclists entirely from other traffic on main roads, followed by safe cycle crossings and 'cycle lanes' (which may be generic). A third of the respondents stated that they want two-way cycling to be allowed on one-way streets. Whilst the low sample size limits the statistical significance of the results, the themes were reflected in other areas of discourse with stakeholders.

Beyond the user survey, the most frequent relevant qualitative 'mentions' from our public engagement event and business stakeholder workshops were, in summary:

- Cycling is not safe enough
- We need more cycle lanes / tracks / segregation
- We need better road surfaces
- We need to make driving less convenient

Location-specific comments were as follows – these have helped us to identify improvements:

- Bishopsgate: too busy
- Borough High Street: concerns about safety
- Borough Market: concerns about delivery vehicles
- Great Maze Pond: legality of cycling is unclear
- St Thomas Street: lack of advance stop lines
- St Thomas Street: need two-way cycling
- Tooley Street: has improved
- Tooley Street: was better for cycling when it was one-way
- Tooley Street / Bermondsey Street Junction: is confusing
- Tower Bridge: ok because the pedestrian barriers stop people from crossing
- Tower Bridge: not enough space for cycling
- London Bridge: was better when security barriers were up
- London Bridge: too busy

Design principles

Cycling can be accommodated in three main ways: 'plain links' (and 'plain junctions') which have no specific treatments; 'quietways' which have traffic-calming treatments or filtered permeability; and 'full separation' of cyclists from other vehicles and pedestrians, usually on major roads.

Plain links



Plain links are streets in which cyclists share the road with other vehicles with little or no adaptation of the existing layout. The main method of encouraging people to cycle on plain links is to provide training that allows people to build confidence and skills, starting in safe places such as parks and ending on complex junctions and busy roads.

Other measures may be introduced, such as lower speed limits, advanced stop lines to enable cyclists to get to the front of a queue at a junction.

Plain links should normally be subject to enforced 20mph speed limits, with physical separation of cycles from other modes where speed limits are higher.

Quietways (and other quiet streets)



Quietways are signed and slightly treated residential streets that provide an alternative to using main roads. Traffic on these streets may be reduced by 'modal filters' / 'filtered permeability' measures - road closures that leave a gap for cyclists. By their nature in London, which has an irregular street pattern, often these routes run along indirect networks of streets with some sections running through parks and alongside canals and rivers. Most of the effort of designing these routes goes into identifying the straightest available alignment, making sure that signage is in

place and maintained, with design solutions to address 'difficult places' such as sections of busy main roads.

Other quiet streets may also receive treatment to reduce the speed of motor traffic. Area-based traffic calming schemes involving a mixture of road humps and landscaping can change driver behaviour to make the environment more conducive to cycling.

Full separation



On major roads, full separation may be achieved for cyclists by providing off-carriageway cycle tracks (or ‘cycleways’). Cycle tracks are provided either as ‘two-way’ cycle-roads to one side of the main road (as on Blackfriars Bridge) or as ‘one-way’ cycle tracks that are provided on each side of the main road (as on Westminster Bridge). ‘One-way’ cycle tracks are slightly more demanding of space but they are also safer and more logical to use because cyclists are travelling in the expected direction.

Where space is limited, one-way cycle tracks may be designed to promote ‘merge in turn’ at signal junctions so that signal capacity is not lost to separate phases. A full ‘Dutch’ approach also fully separates cyclists from other traffic at junctions. This arrangement is demanding on physical space and signal capacity, as it may require an additional phase in each timing cycle unless there is spare capacity.

Recommendations

Team London Bridge will work with its members, Southwark Council and Transport for London to realise the following infrastructure projects (see Figure 2 on page 27):

- two-way cycling on St Thomas’ Street, Snowsfields, Bermondsey Street and Druid Street, and a permitted right turn for cyclists travelling from St Thomas’ Street towards London Bridge at Borough High Street;
- changes to the junction of Bermondsey Street and Crucifix Lane / St Thomas Street / Snowsfields, improvements to conditions for cycling in Bermondsey Tunnel, and a right turn refuge for cyclists travelling from Tooley Street towards the Bermondsey Tunnel cycle contraflow;
- extension of CS4 to include Tooley Street, Duke Street Hill and London Bridge with either full or part separation of cycles from other traffic where necessary to address conflicts;
- amendments to junctions and links where conflicts have been identified by stakeholders and by Transport for London;
- traffic-calming, filtered permeability and other techniques to reduce motor traffic speeds and volumes in the quieter streets of London Bridge and neighbouring area; and
- a Liveable Neighbourhood encompassing the London Bridge BID and areas immediately surrounding the BID area; including Bermondsey Street and its hinterland, Shad Thames, Tower Bridge, Borough High Street (eastern footway) and Druid Street which forms part of the Low Line walking route (see Figure 3 on page 28).

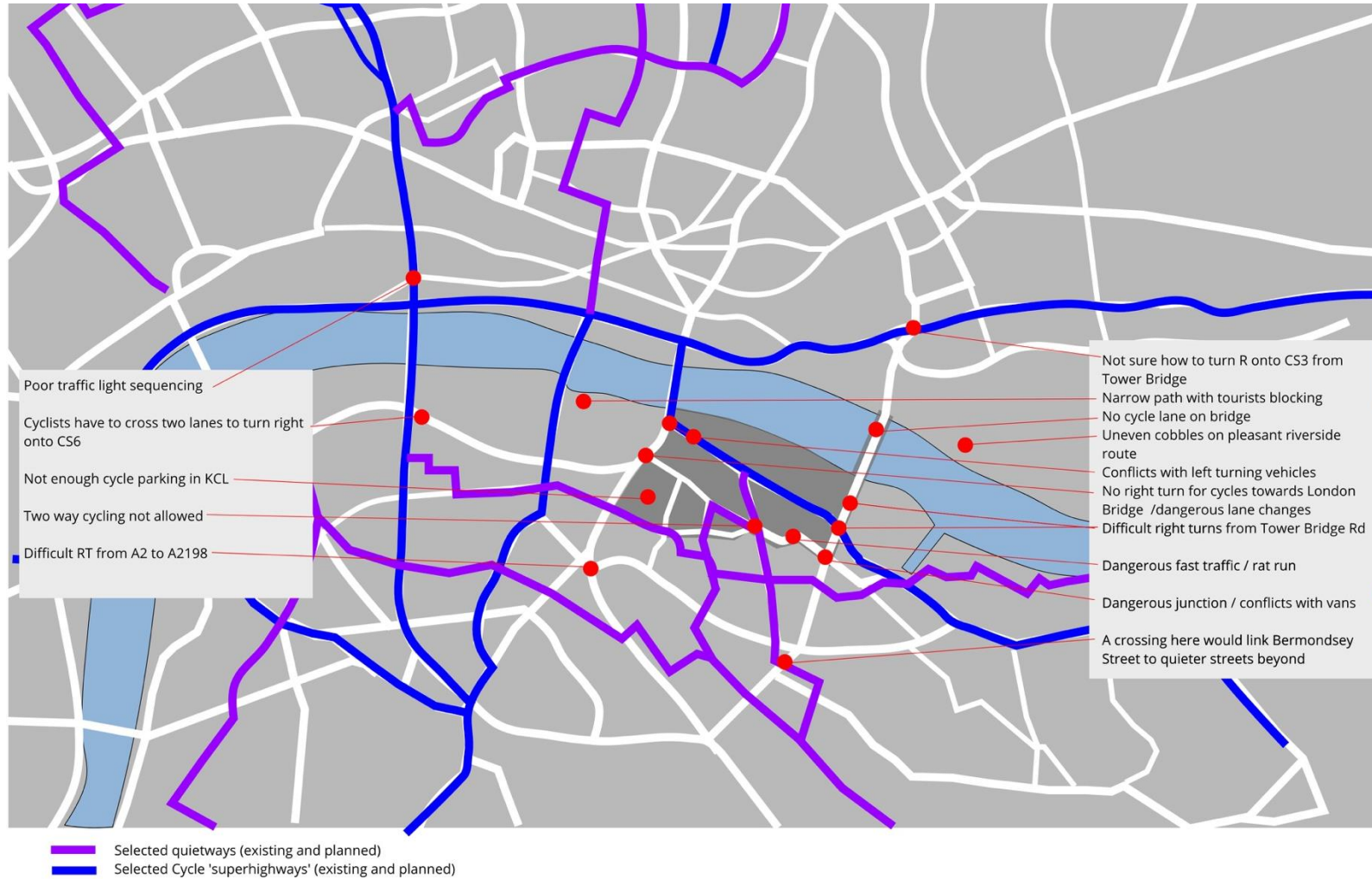
Team London Bridge will also:

- seek to influence improvements to infrastructure in surrounding areas where there are impediments to cycling to London Bridge; and
- work with other business improvement districts where a wider consensus can help build the case for an improved central London cycling environment.

Figure 2: Recommendations for London Bridge Cycle Network



Figure 3: Wider network and Liveable Neighbourhood



07 Cycle Parking



Background

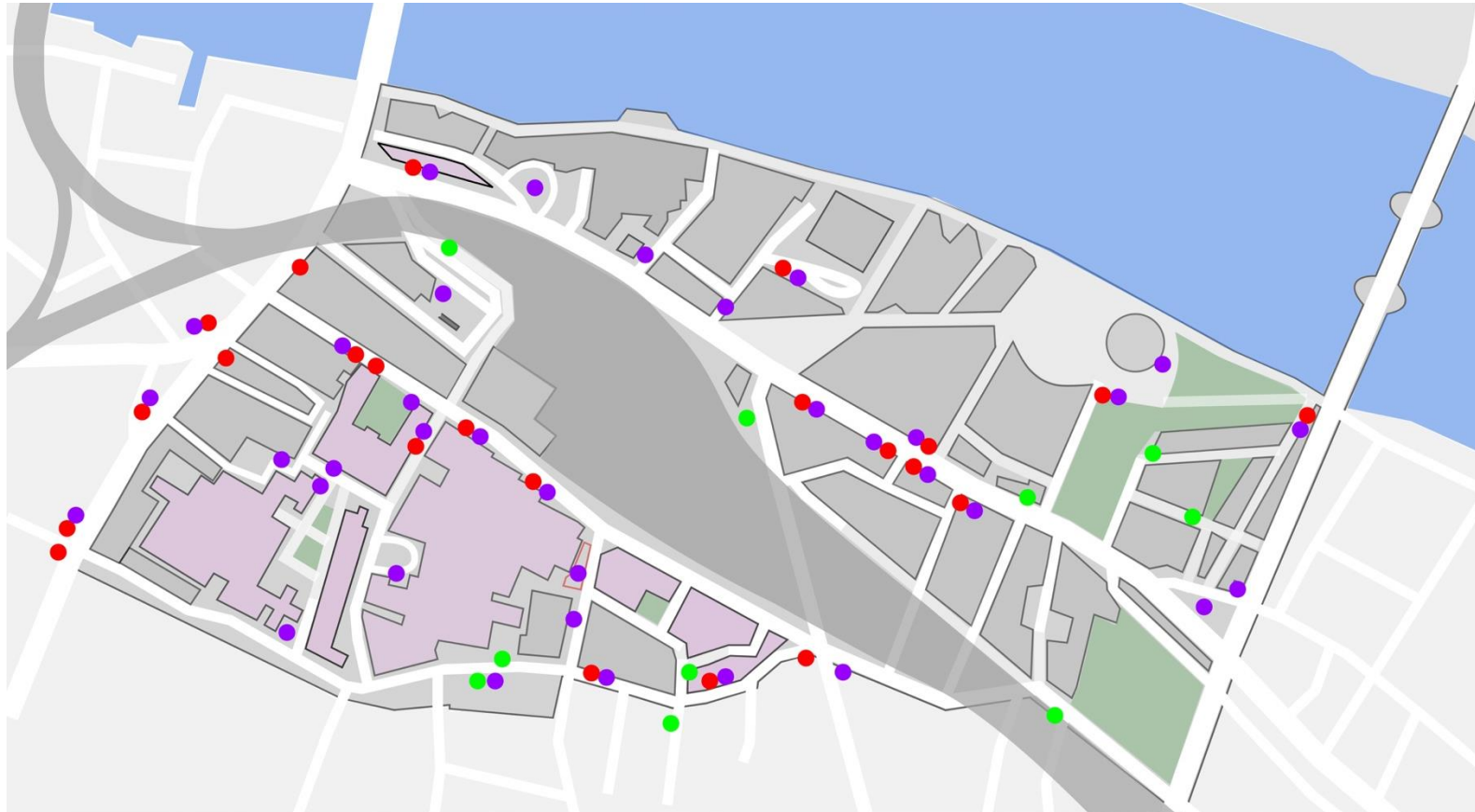
In London Bridge there is a shortage of on-street public cycle parking and staff cycle parking in most developments. Providing cycle parking achieves the following objectives and business benefits:

- an inducement to increase the number of cyclists in the area;
- increased visibility of cycling generally – encouraging more people to see cycling as an option;
- increase perception of the area as forward-thinking and good for corporate social responsibility;
- assurance of security for staff and visitors parking their bicycles in the area;
- reduced fly-parking which can otherwise be unattractive and, in places, hazardous (such as causing obstructions to footways, or poorly-parked cycles falling over and causing a trip hazard); and
- improved access to local shops and services, spreading economic benefits ('the cycling pound').

Around the London Bridge area, it is clear that most locations suffer a shortage of public cycle parking. Figure 4 on the next page shows potential locations for additional Sheffield stands based on study visits and requests.

We also found that there is a shortage of cycle parking available to staff in some locations, notably The Shard and King's College London / Guys Hospital. Where there is no staff cycle parking, staff use public cycle parking, contributing to the shortage of available stands.

Figure 4: Public cycle parking recommendations



Public cycle parking

- Existing, not enough to meet demand
- Scope for additional cycle parking
- Sufficient spaces already (not full at time of visit)

What you told us

The most frequent relevant mention from the public in relation to cycle parking was:

- more cycle parking is needed (Figure 4 on the previous page shows suggested locations)

Our business survey revealed that:

- 25% of respondents to the business survey told us that there is insufficient secure employee cycle parking at their workplaces;
- 66% of respondents said there is insufficient or no visitor cycle parking at their workplaces;
- 40% of businesses told us they have no showers at their workplaces; and
- the most popular measure cited to encourage cycling was cycle parking followed by showers and changing facilities.

Our business workshop revealed:

- a general agreement that more visitor cycle parking is needed, specifically at London Bridge Station (underway), Crucifix Lane, Holywood Street, KCL / Guy's campus, Borough High Street, St Thomas' Street, and More London (Tooley Street).

Our landowner meetings revealed that:

- most landowners actively manage their public and secure cycle parking to optimise allocation of a scarce resource, although Network Rail currently does not;
- some secure car parking has been converted to cycle parking;
- tenants do demand cycle parking;
- large tenants may be able to influence landowners with regard to staff cycle parking provision;
- visitors' cycle parking can be messy and unattractive; and
- some landowners are actively seeking space to develop additional secure staff and public cycle parking.

Wider research revealed that:

- there are examples of car parking being converted into cycle parking within developments (e.g. Westminster City Council);
- businesses may lease space to be used as shared cycle parking by other businesses (e.g. IBM at Bankside); and
- there are often large variation in cycle parking pressure within neighbouring developments.

Design principles

Cycle parking can be provided as a 'public' or 'staff' facility.

Public cycle parking



Public (short-stay) cycle parking is usually provided as upturned U-shaped cycle stands placed on the footway or (better still) on the carriageway, known as 'Sheffield stands'. Evenly distributed along the street, Sheffield stands enable people to easily secure their cycles and access shops and services. Best practice is to place the stands within the carriageway or on other 'spare' land so that it does not obstruct pedestrian space.

Staff cycle parking



Staff (long-stay) cycle parking normally comprises a room or compound containing a large number of cycle parking units, often 'two-tier'. Such parking may be covered by CCTV, have an attendant or be accessed using a smartcard.

There are interesting 'high tech' innovations such as Eco-Cycles' bike tower which uses a robotic lifting arm to automatically 'park' cycles inside a space-efficient cylindrical building. Cycle parking 'hubs' or workplace cycle storage facilities may also feature toilets, lockers and showers.

Provision should always be made for cargo-bikes, tricycles, tandems and cycles adapted for disabled people. Wheels for Wellbeing recommends that 10% of spaces are allocated in this way. Transport for London are currently undertaking a design study / trial of potential accessible parking spaces for adapted cycles.

Recommendations

Team London Bridge will seek to increase the supply of public cycle parking by:

- obtaining (renting or buying) temporary cycle parking that can be used to trial new locations;
- meeting with Transport for London and LB Southwark representatives to identify exact locations in the public realm for additional public cycle parking to be delivered in one financial year, including formalising informal cycle parking;
- working with The Shard, More London, and other major landowners to trial potential cycle parking locations;
- working with social enterprises to manage public cycle parking so that incidences of abandoned cycles are minimised and managed to improve the appearance of the district and free-up parking spaces;
- working with the police to improve cycle security, such as through bike-marking events and advice on secure locking of cycles; and
- augment some of the short stay cycle parking with Team London Bridge branded cycle maintenance stands similar to that used successfully by Better Bankside.

Team London Bridge will help its members access a supply of staff cycle parking by:

- undertaking with members a study to assess current demand and supply of staff cycle parking, including the extent to which public cycle parking is used as staff cycle parking;
- curating and providing information about suppliers and installers of high quality staff cycle parking solutions, with a preference for high capacity single-storey solutions and high-tech innovation such as the EcoCycle robotic lift (demonstration unit behind Southwark Underground station);
- working with Guy's Hospital and King's College London to identify and seek funding to deliver suitable locations for additional staff and visitor cycle parking;
- working with Network Rail to continuously increase the supply, quality and accessibility of cycle parking on its estate; and
- working with LB Southwark to increase the supply of on-street residential 'bike hangars'.

For both public and staff cycle parking, Team London Bridge will:

- seek to increase spaces that are suitable for cargo-bikes, adapted cycles, tricycles and tandems with priority use by people with disabilities.

08 Cycle Hire



Background

Docked cycle hire

Regarding traditional docked cycle hire (i.e. the Santander Cycle Hire scheme) there is limited and poorly located docks in the London Bridge area, particularly in relation to the station. TfL has S106 funding to expand docked cycle hire in the area because London Bridge is one of their areas of excess demand over supply.

Dockless cycle hire

Regarding dockless cycle hire, at the time of writing LB Southwark is running a trial of across the borough, consisting of 200 cycles operated by ofo and another 200 operated by Mobikes. The council is monitoring data including bike locations, routing and complaints to ensure an orderly dockless cycle hire programme. There is potential to expand the number of bikes as part of the trial. Currently Bermondsey and Camberwell are the 'default' locations where dockless cycle hire bikes are moved by operators if they have remained unused for a defined period. These default relocation areas are specified by GPS, a method known as 'geo fencing.' In the London Bridge area, there are relatively low numbers of dockless cycle hire bikes due to the area not being a default relocation area. This is intentional as LB Southwark wants to prevent clusters of bikes obstructing the footways in an area of high pedestrian traffic. For dockless cycle hire to be a convenient and reliable service for businesses in the London Bridge area, there needs to be a high concentration of bicycles. This is a fast-moving market with rapid change and innovation. In the near future we expect new cycle hire services such as dockless e-bikes.

Relevance to the business community

Cycle hire can be used as a mode of transport for short business trips. If a service is available with a good concentration of well-maintained bikes, it has the potential to be the quickest, most convenient and most reliable mode of transport for a high proportion of trips within central London. Businesses are keen to reduce their taxi cost and boost their sustainability credentials, and cycle hire has the potential to contribute to these aims. Cycle hire is also a good way to get people back in the saddle, which can lead to cycling for longer distances and for other types of trips. A key drawback to business is the concern raised by landowners about the appearance of inconsiderately parked bikes on their land, and the cluttering of pedestrian space.

What you told us

- During our public engagement event, 'more cycle hire' featured as the fifth most mentioned measure to 'encourage cycling'.
- Participants in our business workshop told us there are not enough Santander docking stations and there is a lack of cycle hire around London Bridge Station to be reliable for business use.
- TfL notes that there is lack of supply and visibility of the Santander cycle hire scheme outside London Bridge station compared to other mainline stations. There is development funding available from local development sites in the area for cycle docking station.
- Guy's and Kings are both keen to identify docked cycle hire options.
- Landowners had concerns about dockless hire bikes parked on their land, and the appearance of inconsiderately parked bikes (More London, the Shard Quarter and Network Rail). They would to use geo-fencing to identify the their estates as 'no parking' areas. They are open to identifying specific areas on their land for dockless cycle hire parking which are physically marked out.
- LB Southwark noted that there is little room to park dockless cycles in public space in the London Bridge area, as there is a very high demand for space. They suggested that TLB could help identify publicly accessible sites on private land for geofenced hire bike parking
- Mobike and ofo both suggested that TLB could help identify and agree publicly accessible sites on private land for hire bike parking. The companies are interested in marking out parking areas and also 'no parking' areas (see Figure 5 on the next page for an example).

Figure 5: An example of 'marked out' dockless cycle hire parking



Principles for establishing and managing dockless cycle hire

Dockless cycles are likely to be the dominant supplier of cycle hire in the London Bridge area in the next five years. However, the service will need to be managed to ensure responsible use and parking of the bikes.

- A contract entered into between the Council and dockless bike hire companies will need to be robust with regard to the management of the cycles – where they are stored, how they are maintained and how they are removed if damaged or abandoned.
- Convenient and accessibly located cycles can be distributed at no cost to the Council or Transport for London save for any incidental management and enforcement costs. As with any other form of short-stay cycle parking, the dockless cycles should be situated close to destinations. Potential customers should be able to see a branded dockless cycle from any point.
- It may be possible for companies to open accounts with the dockless hire companies – an avenue that could be explored depending on demand.

Recommendations

Team London Bridge will support the expansion of both docked and dockless cycle hire, whilst addressing landowners' concerns about inconsiderately parked and cluttered dockless bikes on their land. Team London Bridge will support the following measures to increase the use of cycle hire amongst Team London Bridge members:

- identify sites which are both visible and located near to the station to expand docked cycle hire capacity in line with the growth in capacity of London Bridge station – carriageway space is preferred over pavement space given the number of pedestrians in the area;
- work with landowners to identify areas for physically marked dockless cycle parking areas and facilitate engagement between landowners, LB Southwark and dockless cycle hire operators;
- work with relevant parties to develop standardised designs for marked dockless cycle parking areas;
- promote the use of cycle hire for business trips as a means of reducing business taxi usage, and to get more people cycling in general;
- keep up-to-date with LB Southwark cycle hire trial and developments in the dockless cycle hire market, inform businesses about how dockless cycle hire works;
- enable dockless cycle hire operators to promote their services to Team London Bridge members and work with operators and members to enable business accounts for use of dockless cycle hire; and
- report inconsiderately parked and damaged cycles to operators and LB Southwark, and encourage Team London Bridge members to do the same, or act as a conduit for members to raise any concerns about cycle hire operations.

09 Cycle Logistics



Background

By increasing the use of cargo bikes for 'last mile' business deliveries, collection and servicing in London Bridge, it will be possible to reduce the number of motorised delivery and service vehicles and their associated impacts on safety, ambience, congestion and air quality. Key benefits to business include:

- reliable journeys, especially as the cycle network expands;
- no parking restrictions and requires little space for longer-term parking;
- no fuel costs, and minimal maintenance costs passed to the customer;
- a variety of solutions to suit business needs – from commercial courier and delivery companies to private fleets owned by businesses; and
- demonstrates responsible business practice with regard to corporate social responsibility.

Cargo bikes serve to normalise cycling as a legitimate and economically beneficial mode of transport that has considerable flexibility compared with motor vehicles (not least in respect of space for parking and loading), thus inspiring further take-up of cycling generally.

London appears to be in the early and accelerating stages of strong cargo-bike growth, with new services such as PedalMe, Zedify and CarryMe Bikes. There are also several Transport for London and council-funded trials which seek to expand the use of cargo bikes in London to carry both goods and people. Team London Bridge has been awarded funding through the TfL Deliveries Reduction Fund to develop pilot cargo-bike schemes.

What you told us

Our consultations with member businesses in London Bridge found that:

- 23% of businesses already use bicycles or cargo-bikes for deliveries;
- the most common items delivered by bicycle or cargo bike are ‘courier deliveries,’ documents, post, and ‘small items’;
- 87% of businesses would consider using bicycles or cargo bikes regularly;
- businesses want Team London Bridge to support businesses using cargo bikes by creating a catalogue of services to provide a neutral source of information; and
- businesses want Team London Bridge to support order consolidation to reduce deliveries.




Our conversations with parties outside of the Team London Bridge area revealed that:

- Victoria BID has a ‘Zero and Low Emission Suppliers Directory’ which could be updated and expanded, as this is a fast-moving industry;
- finding land for a micro consolidation is a challenge (LB Lambeth);
- micro-consolidation centres require 100m² of covered, secure space and space for a 7.5 tonne motor vehicle to turn around (Zedify);
- BIDs should promote existing cargo bike services, not run their own (Better Bankside); and
- some sites only allow access to loading bays when ANPR (Automatic Number Plate Recognition) cameras identify pre-registered vehicles, which would be an issue for cargo bikes as they do not have number plates (More London Estate).

Ways of using cargo bikes

Cargo bikes are pedal-cycles, usually with electric-assist power in which the rider must pedal to activate assistance. Table 3 on the next page provides a summary of the three most common service models for cargo bikes used by businesses.

Table 3: Typical cargo bike service models

Service model	Image	Description	Operator example	Typical customer
Courier		Customers use service to send ad-hoc goods/parcels to local locations.	City Sprint* DHL* GLH* Santis* UPS* Pedalme Zedify	Office
Distribution		Consignments arrive at consolidation centre. Cargo bike collects and distributes 'last mile' to end users.	Zedify DHL (currently NL only)	Regional goods supplier (e.g. food, dry cleaner, florist)
Fleet owned by business		Goods supplier operates their own cargo bike(s) to distribute goods to end users.	CarryMe Bikes (leases and sales)	Local good supplier (e.g. bakery, dry cleaner, florist)

* Couriers operating a full fleet of vehicle types including cargo bikes

Recommendations

We recommend the following measures to support the use of bicycles and cargo bikes for business deliveries amongst Team London Bridge members:

- host 'try-out' demonstration events and other initiatives to raise awareness of cargo-bikes and their potential;
- undertake a study to understand the potential for different models of cargo bike use amongst Team London Bridge member businesses;
- liaise with Victoria BID to research and develop a detailed list of cargo-bike services for business use;
- run a closely monitored pilot programme in which selected member businesses use cargo bikes on a trial basis;
- obtain feedback from members with a view to helping cargo bike operators to improve their service and establish a 'preferred suppliers' programme;
- identify suitable locations for micro-consolidation centres which meet recommended minimum specifications or explore alternatives if no suitable site is identified;
- provide accessible cargo-bike storage in the public realm and also in the publicly accessible private realm;
- review security-assured cargo-bike access to loading bays (this could include piloting a form of vehicle and driver registration); and
- promote cargo bikes for locally-managed operations, such as landscapers replacing wheel barrows with cargo bikes.

10 Behaviour Change



Background

'Behaviour change' is a loose term referring to measures promoting cycling that seek to influence the minds of individual people. It is typically framed in contrast to infrastructure measures, such as cycle tracks and cycle parking. Programmes that focus on influencing people towards more sustainable and active modes of travel often represent fantastic value for money when compared with physical infrastructure improvements.

Benefits to businesses include:

- an opportunity to promote healthier lifestyles, which bring about improved health, reduced absenteeism and a happier workforce;
- a positive contribution to company travel plans;
- good for corporate social responsibility.

Team London Bridge has hosted some Dr Bike (cycle mechanic sessions), but otherwise has implemented little by way of measures to change peoples' behaviour and increase cycling in the area. By contrast, Better Bankside, a neighbouring BID, has been running a 'Smarter Travel' (i.e. behaviour change) service since 2005. Team London Bridge is keen to become a leader in promoting cycling.

Approaches to behaviour change

The success of a given approach is dependent on context and the quality of delivery. It is generally understood that multiple approaches re-enforce one another and should be combined with infrastructure measures. Table 4 provides a summary of types of behaviour change measures. The summary is not exhaustive.

Table 4: Approaches to behaviour change

Approach	Concept	Examples
Information	People need more/better information to make better decisions	Cycle maps, induction packs, facts, tips and tricks, updates about infrastructure
Marketing	Use marketing campaigns to sell the idea of cycling	Posters, slogans, brands, websites, videos
Competitions	People are competitive, and driven by peer recognition and/or prizes	Commuter challenges, logging miles, use of social media to show progress
Events	Public events enable people to see others engage with cycling and try it themselves	Street closures, cyclist breakfast, bike tours, events in town centres/markets
Sample	Once people try cycling, they will want to cycle regularly	Cycle hire, cycle pool, borrow a bike scheme, cycling simulations
Financial	Affordability is a barrier to cycling and people need financial help	Cycle to Work Scheme (tax free bicycle), discounts at stores, free equipment
Services	Services that make it more convenient to cycle will encourage more cycling	Dr Bike (on-site cycle mechanic), bike fit service, towel and laundry facilities
Training	Lack of ability to cycle or maintain a bicycle is a barrier to cycling	Cycle confidence training, cycle mechanic courses
Enforcement	Lack of traffic enforcement makes the streets dangerous and is a barrier to cycling	Enforcement of drivers – passing too closely, parking in cycle lanes, stopping beyond first stop line (in 'cycle box')

What you told us

Engagement with the public revealed that four of the top ten suggestions to encourage cycling were behaviour change measures. Interestingly all four of these measures concerned cyclists' interaction with traffic:

- more enforcement of cyclists breaking the rules (there was a significant annoyance with cyclists who ride on pavements, jump red lights, etc.);
- cycle training;
- try cycling in a quiet/safe place; and
- car-free days.

Our business survey revealed that the top three measures that organisations currently use to promote cycling are:

- tax-free cycle purchase (salary-sacrifice);
- participation in cycling events; and
- Dr. Bike.

Our business workshop revealed that the top five suggestions for behaviour change measures are:

- Dr. Bike;
- tax-free cycle purchase;
- police security tagging;
- encouraging businesses to participate in events; and
- continued business engagement via email lists, forums, etc.

Our meetings with landowners showed that a bespoke cycle training programme delivered directly to employees can be effective in promoting business-related cycle trips.

Beyond London Bridge, a number of initiatives were highlighted, including:

- borrow a bike scheme was not worth the investment;
- Dr. Bike is strongly recommended;
- Dr. Bike can be a bolt-on to a wider event;
- Dr. Bike is a good way of engaging and cross-selling services;
- cycle maintenance courses had low take-up so is no longer offered;
- cycle maintenance stand (self-service) is very well used;
- cycling app had a low take-up;
- promoted events included: Spring into Cycling, Trading Places HGV awareness, Clean Air Day, Community Streets for World Car-Free Day, Bike Week, and TfL Love to Ride.

Recommendations

Team London Bridge will seek to encourage behaviour change among its member businesses using a variety of techniques and initiatives including:

- publishing and launching this cycling strategy as a marker of ambition and purpose;
- signposting members to existing LB Southwark and TfL services, and applying for relevant funding to implement behaviour change measures;
- encouraging members to participate in common cycling-related events, ensuring a Team London Bridge a presence at events and enhancing events by arranging additional features/elements;
- continuing to promote cycling and work done to facilitate cycling through Team London Bridge's various stakeholder groups and forums;
- supporting employers by providing information about cycle parking, cycle hire and cargo-bike solutions; putting providers of behaviour change initiatives in touch with interested members;
- monitoring uptake of behaviour change initiatives in the Team London Bridge area;
- mapping cycle routes for community and business trips for members;
- promoting the following specific measures: uptake of e-bikes to local businesses, Dr Bike, cycle training courses, and discounts with local cycle shops;
- arranging use of gym showers by local businesses who do not have access to showers at their place of work;
- focusing on specific journey types, including inter-campus/office trips and common business destinations to replace taxi trips.

11 Communication Strategy



Background

By their nature, Business Improvement Districts have strong links with local businesses and are able to engage with them to understand their needs and communicate ideas. Although Team London Bridge has previously promoted cycling in a piecemeal fashion, rather than in a cohesive and consistent manner, their members are highly supportive of increasing cycling in the area.

What you told us

Members of the public:

- see cycling as positive yet dangerous;
- a substantial minority of people who don't currently cycle are considering cycling;
- cyclists breaking traffic rules is common and unacceptable, causing negative sentiments towards cyclists.

Businesses:

- 77% of business survey respondents support or strongly support an increase in cycling in the London Bridge area;
- want Team London Bridge to promote participation in cycling events;
- are responsible for promoting cycling internally amongst staff;
- are interested in cycling as part of the Corporate Social Responsibility, environmental accreditation, etc.;
- favour continued engagement with cycling via e-mail lists, forums, etc.;
- are interested in more information about how they can use cargo bikes;

- there is a lack of knowledge / misunderstanding about how dockless cycle hire works; and
- landowners think parked bikes are messy and disturb the 'clean lines' aesthetic of modern estates.

Parties outside of the Team London Bridge area:

- use events and other behaviour change measures to cross-promote other cycling initiatives;
- have a 'Smarter Travel' section on the BID website to provide information, resources and 'signpost' to council and TfL cycling services;
- use Twitter to generate a steady stream of locally targeted cycling promotional messages;
- communicate about the development progress of new cycling infrastructure and host launch events to open new infrastructure; and
- identify Southwark Cycling Stakeholder Group as an excellent forum for communicating ideas and partnership working.

Approaches to communications to promote cycling

A communications strategy should include a mix of target audiences, messages and mediums. Key audiences for Team London Bridge cycling communications include partners such as TfL, Southwark Council, other BIDs and business members. Communications should also be delivered directly to individuals, with messages tailored to different types of individuals including people who:

- cycle occasionally and could cycle more often
- don't currently cycle but could be convinced
- could cycle for short business trips
- are not prepared to cycle and would benefit from training or other support

Table 5 on the next page provides a summary of types of mediums with which to communicate to ensure the right audiences are reached and messages conveyed successfully.

Table 5: Summary of communication mediums

Medium	Further information
Cycling section on Team London Bridge website	<ul style="list-style-type: none"> • Publish an accessible version of this cycling strategy • Signpost to all local authority cycling services • Host a business cycling toolkit • Promote an events calendar • Provide a dedicated contact BID contact for cycling • Examples: <ul style="list-style-type: none"> ○ www.betterbankside.co.uk/cycling ○ www.birmingham.gov.uk/bcr
Social media	<ul style="list-style-type: none"> • Publish updates • Develop a good bank of photos and images for content generation • Twitter: consistent flow of positive cycling messages such as security and cycle maintenance tips at least once a day • Twitter: share cycle-related posts from relevant organisations • Target messaging at people who think cycling isn't for them • Highlight cycle superhighways, Quietways and other cycle-friendly spaces/routes
Cycle forum e-mail lists	<ul style="list-style-type: none"> • Provide a regular summary of new content added to website and select social media content
Southwark Cyclist Stakeholder Group	<ul style="list-style-type: none"> • Direct engagement with TfL, LB Southwark, Better Bankside, business travel plan co-ordinators and other key stakeholders • Good opportunity to coordinate actions between organisations
Team London Bridge business events	<ul style="list-style-type: none"> • All business events should be an opportunity to refer to disseminate pro-cycling messages • Example: Team London Bridge Green Network events
Business-led cycling promotion	<p>Many cycling behaviour change measures are most appropriately implemented at the level of the individual business or site managed by a single management company. The role of Team London Bridge should be to run a business-led cycling promotion scheme that:</p> <ul style="list-style-type: none"> • promotes the idea of businesses taking responsibility for cycling in their organisations and identifies business champions • identifies funding for business cycling promotion • provides high-level guidance via a business cycling toolkit • publicises best practice in order to share knowledge and to reward participating businesses with good publicity

Recommendations

Team London Bridge will implement a range of communications measures to support the growth of cycling including:

- providing useful information and support to encourage and facilitate behaviour change;
- signposting to TfL and Southwark Council programmes and services;
- ensure a mix of target audiences, messages and mediums;
- creating a strong brand awareness of cycling in the Team London Bridge area through graphic design identity;
- providing a dedicated contact at Team London Bridge for cycling matters;
- demonstrating the achievements of Team London Bridge to facilitate and promote cycling;
- identifying and promoting businesses and individuals in the Team London Bridge area who have demonstrated a commitment to cycling; using these 'ambassadors' and 'role models' in communications;
- liaising with key landowners to get their involvement in cycling initiatives;
- addressing issue of people thinking parked bicycles are messy;
- act as key stakeholder regarding development, infrastructure and relevant government programmes to ensure cycling is considered and promoted;
- informing business members about new and rapidly-changing cycling services (e.g. cargo bikes, cycle hire) to make them familiar with the services and encourage their use;
- communicating about upcoming cycling infrastructure and providing regular updates on development of infrastructure;
- identifying and keeping up-to-date with funding opportunities for businesses to promote cycling, communicating relevant funding and partnership opportunities with members; and
- developing a business cycling toolkit to facilitate businesses promoting cycling within their organisations.

12 Safety and Security



Background

Safety

For the purposes of this report, *safety* refers to the ability to ride a bike in the London Bridge area without being injured, whilst *security* refers to absence of crime. The TfL Outcome Report for London Bridge identifies a number of collision hotspots, notably the following junctions and links:

- junction of London Bridge and Duke Street Hill (conflicts with turning vehicles);
- junctions of Borough High Street with St Thomas Street and Southwark Street (junction conflicts); and
- the western end of Tooley Street from Bermondsey Street to the top of Duke Street Hill (conflicts with pedestrians).

The Mayor's Transport Strategy focuses on Vision Zero, which seeks to eliminate all deaths and serious injuries on London's roads by 2041. Focus will shift to the sources of danger rather than making vulnerable road users bear most of the responsibility for their own safety. Infrastructure measures recommended in this report are intended to tackle road danger through a variety of measures including cycle infrastructure, filtered permeability and motor traffic speed reduction. Exempting cyclists from one-way streets and banned turns is also part of this strategy, provided that measures used to achieve this are designed to be safe.

Heavy goods vehicles are a major risk to cyclists, and the principal cause of fatal and serious injuries in London. To address this, the Corporation of London, for example, specifies that all suppliers must achieve Fleet Operator Recognition Scheme (FORS) Gold accreditation and be part of the Construction Logistics and Community Safety (CLOCS)

accreditation scheme. Drivers are asked to undergo Safer Urban Driving courses which include cyclist-training.

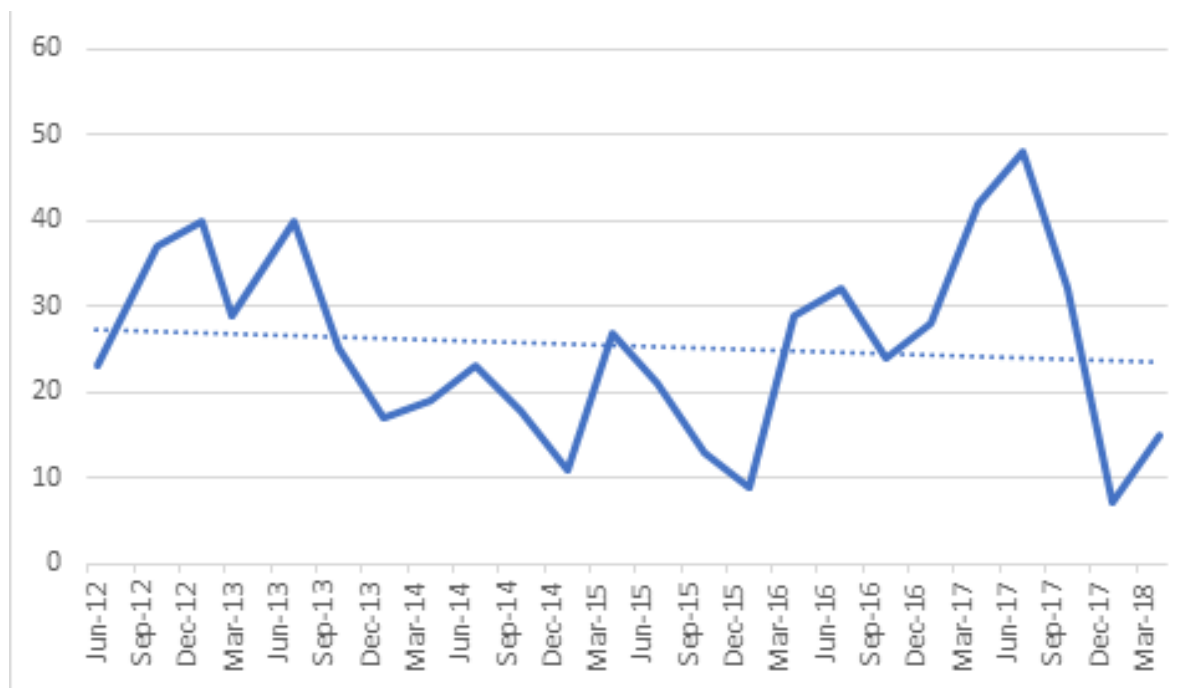
At the same time, the Metropolitan Police runs ‘exchanging places’ initiatives that raise drivers’ and cyclists’ awareness of HGV blind-spots. Meanwhile, London Cycling Campaign has pushed vigorously for direct vision HGV cabs which reduce the blind spot area and place the driver in a lower position where they have better visibility in front of the vehicle.

Team London Bridge also supports police measures to reduce road danger and perceptions of danger by enforcing traffic regulations. As operators of road vehicles, cyclists must comply with all relevant legal requirements.

Security

Figure 6 shows the number of bike thefts in London Bridge between June 2012 and March 2018.

Figure 6: Bike theft in London Bridge



There has been a slight downward trend in cycle theft, following an upsurge in 2017. This suggests that bike marking events and police presence around major bike racks are having a positive effect. The highest concentration of thefts on Tooley Street between Duke Street Hill and Bermondsey Street.

What you told us

Safety

- In our public engagement event, the number one comment was ‘cycling is not safe enough.’ The number two comment was ‘I am not confident enough to cycle.’ The number seven comment was ‘we need more enforcement of cyclists breaking the rules of the road.’
- Northbank BID recommended HGV ‘Trading Places’ events in which cyclists can sit in the cab of an HGV to understand what driver can (and cannot) see, to avoid cycling in blind spots;
- LB Southwark set up a programme in which police warn motorists for passing cyclists too closely; and
- City of London now requires contractors to achieve FORS Gold standard for HGV safety.

Security

- in our business workshop, several participants suggested police bike marking as a positive service to promote cycling.

Recommendations

Team London Bridge will support the following cycle safety initiatives:

- implementation of the Outcome Report recommendations and other measures to reduce road danger at known hotspots;
- area-wide 20mph speed limit;
- filtered permeability to reduce cycle-vehicle interaction;
- dedicated infrastructure (cycle tracks, mandatory cycle lanes etc) where appropriate;
- work with police to identify problem areas in which motorists are most likely to endanger cyclists, and issue warnings or on-the-spot fines – based on TfL collision data and/or local anecdotal knowledge.
- supporting police traffic enforcement activities including enforcement aimed at cyclists, and encourage cyclists to obey the rules of the road;
- communicating with developers and businesses about specifying FORS and CLOCS accreditation and direct vision lorries as a condition of awarding or renewing HGV contracts in London Bridge; and
- HGV ‘Trading Places’ events.

Team London Bridge will support measures to improve security and prevent cycle-related theft as follows:

- more Sheffield stands and secure cycle parking, removal of abandoned bikes; and
- police bike marking events to track bicycles in the event of theft.

13 Governance and Leadership



Background

For this strategy to be effective, there needs to be strong institutional support, and strong support amongst individuals to advance the recommendations. Team London Bridge is looking to assume a leadership role in promoting cycling in the London Bridge area, along with involvement from a broad base of businesses, local government officers and other stakeholders.

Recommendations

Team London Bridge will establish a framework of governance to deliver the following:

- ensure 'buy in' to the Cycling Strategy amongst Team London Bridge board and staff;
- identify key businesses that are currently active in promoting cycling that can serve as examples to other businesses, and ambassadors/champions for the Cycling Strategy – use the Cycling Strategy to provide them with a platform to grow and spread their good work;
- identify key businesses that are keen to increase their role in promoting cycling and secure their involvement
- identify key individuals in TfL and LB Southwark who will support the Cycling Strategy by aligning their priorities with Team London Bridge, identifying funding opportunities, pushing through key projects and providing ongoing guidance.
- identify and commit to key platforms for forging relationships with relevant government officers, businesses and third sector parties; including the London Bridge Transport Board, the Southwark Cyclists Stakeholders Group, and the Team London Bridge Cycle Forum.
- formalise the Team London Bridge Cycle Forum, including bringing in an external chair
- grow Team London Bridge's cycling budget

14 Conclusion

Local experience and use of the new Healthy Streets Assessment tool indicate that cycling in London Bridge is worse than other comparatively important areas of central London.

Engagement suggests that the business community is very supportive of cycling and desires London Bridge to be a more hospitable and welcoming location for the mode.

The objectives set out by businesses are supported by a strong policy environment for cycling, and London Bridge can be at the forefront of Greater London Authority and Southwark Council ambitions.

The vision set out in this document for cycling combines the wider vision for London Bridge, as set out in the London Bridge Plan, and the objectives voiced by businesses in relation to cycling. The key elements of the vision are as follows:

- Cycling will play a major part in the ongoing transformation of London Bridge as a globally-significant place of modern commerce, enterprise and creativity, and in creating one of the UK's flagship transport hubs.
- A better cycling network will enable the area to become quieter, greener, safer, less polluted, more welcoming and inclusive, more efficient and better connected. It will benefit the communities that work, visit and live in London Bridge.

This will be delivered through the leadership of Team London Bridge to move beyond ad-hoc and uneven improvements, to build a wider culture and positive image of cycling. This will be welcomed by businesses, staff, visitors and residents across the area. Team London Bridge can be led by the Placeshaping team, but this should be supported through other services including communications and security, and by working with businesses, landowners and other stakeholders.

To deliver this strategy effectively, Team London Bridge will require a multi-pronged approach supported by funding, lobbying and service delivery across the areas set out in this report:

- Opportunities from new developments
- Infrastructure
- Cycle parking
- Cycle hire
- Cycle logistics
- Behaviour change
- Communications
- Safety and security
- Governance and leadership