



THE
MOTORCYCLE
INDUSTRY
ASSOCIATION



WHEELS 2 WORK
ASSOCIATION

The Wheels to Work Handbook

A Guide to Setting Up
a Wheels to Work Scheme



Foreword

Lack of transport can be a major barrier to people living in rural areas in accessing training, education and employment opportunities. Dispersed population and low demand, can often result in rural areas being served by infrequent public transport or by no public transport at all. Owning a car is therefore seen by many as a necessity, but those who are unable to afford a car are left immobile and isolated. Young people in particular often face a situation where without a job they cannot afford to buy a car or motorcycle and without a vehicle of their own they cannot travel to work or take part in a training course.

Wheels to Work (W2W) schemes provide an innovative way of overcoming transport barriers, with schemes offering individuals their own transport solutions for a short period, until a longer term solution can be found. Solutions offered can include loan of mopeds, motorcycles, power assisted bikes and bicycles and advice on Travel Plans.

W2W can enable people to improve their employability and skills base. At the same time this improves a person's self confidence and prompts participation in their community and wider social circles. Access to a W2W mode of transport can be an incentive to people to find work and to stay in employment. For those who may be only marginally better off when entering work (because of loss of benefits or low wages), a moped, power assisted bike or bicycle is an immediate tangible benefit.

The Government recognised the value of W2W schemes in its White Paper, "Creating Growth, Cutting Carbon", which launched the Local Sustainable Transport Fund. This funding, amongst other sources, has enabled development of a number of new W2W schemes. The W2W Association would like to encourage the further effective development and implementation of the innovative solution which is W2W. This Guide is intended to help in developing and implementing these schemes, sharing good practice based on the experience of others.

Whether you are thinking of setting up a scheme – or if you are simply interested in finding out what W2W is all about, we hope this guide works for you.

Nigel Dotchin
Chairman, Wheels to Work Association

This Handbook has been developed by the Wheels to Work Association with the assistance of the Department for Transport. It is based on 'Wheels to Work – a toolkit of good practice' which was originally produced by Nottinghamshire Rural Community Council in conjunction with the Countryside Agency and the Commission for Rural Communities.

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1. INTRODUCTION

1.1 About this Handbook

The guidance in this handbook is based on information provided to the W2W Association by Wheels to Work schemes that are already up and running. We hope you can learn from their experiences in operating schemes over many years, and hope that this handbook will offer good practice guidance to others.

The Wheels2Work Association has been formed with help from the Department for Transport and a national W2W coordinator has been appointed, to help schemes to move forward collectively.

This handbook is designed to help all those who are involved in setting up or managing a W2W scheme, whether that is individuals, groups, networks, partnerships, local authorities or other organisations. It covers all of the stages of delivering a scheme, from first ideas, assessment of needs, developing a partnership network and delivering the scheme. The W2W Association and network of schemes are always willing to help with advice and examples of best practice. Contact details for the Association and a list of current W2W schemes can be found on the W2W Association website www.wheels2workassociation.org

1.2 What is “Wheels to Work”?

Wheels to Work schemes (W2W) play an active role in widening access to employment, training or education, particularly for people in remote areas where there is limited access to transport. W2W programmes provide loans of a personal mode of transport, such as a small powered two wheeler (PTW), electric bike or bicycle. ‘PTW’ describes a motorcycle, scooter or moped.

The scheme was originally trialled in Shropshire some 15 years ago with 50 bikes and gained national prominence. Since then, W2W programmes have been established in a number of local authority areas around the UK and were initially supported via grants from the Countryside Agency. The scheme is offered to people of all ages but experience shows that young people in rural areas tend to benefit the most.

Some schemes are targeted at students and trainees; these are generally known as Wheels to Learning (W2L).

1.3 Why you need Wheels to Work

Economic prosperity:

In times of economic hardship all local authorities will have a strategic objective to improve the local economy and help people get into employment. Wheels to Work removes the barriers to access and can help people to retain work and contribute to their local economy.

Community and road safety:

Community safety is also a key priority. Wheels to Work provides appropriate safety equipment and training to get people on the road in a safe and controlled way. Ongoing monitoring and engagement ensures that W2W schemes have good safety records.

Independence/Positive contributions:

Wheels to Work can help people live independent lives, whether that is young people who are no longer dependent on parents/carers or the long term unemployed that are no longer dependent on the benefits system. Independence and employment enables them to make a positive contribution to their communities.

Access to leisure:

A W2W scheme enables people to enjoy and benefit from a range of learning, recreational and cultural activities, in addition to employment.

Reducing emissions and carbon:

Motorcycles, scooters or mopeds can help to reduce carbon emissions by taking people out of cars and also help ease congestion by reducing the number of people in single occupancy cars.

Health and wellbeing:

Machines are only loaned to clients if the distance to be covered is prohibitive; we would always encourage walking and cycling in the first instance.

2. ESTABLISHING THE NEED FOR A SCHEME

W2W scheme development should take place at local level. Before the process begins, it is important to establish a need for a scheme

Early involvement of key partner agencies at this stage is an essential ingredient to success for a scheme. It is during this research stage that strong partnership links are often formed. And if partners agree common aims between them, this should make it easier to access future support and funding to get the scheme up and running. Some examples help to illustrate the kind of links that might exist between partners:

- It may be that the information that is being used during the research phase is provided by organisations such as careers services, for example, how many young people of school or college leaving age are not in education, employment or training (NEET), and the reasons for this. A major issue for these young people is likely to be how to access opportunities. These types of organisations may wish to help provide targeted support for this hard-to-reach group through W2W.
- Information may have been provided by agencies such as Jobcentre Plus. They will want not only to help people find work but will also be seeking to fill any vacancies on their books that may be hard to fill because of the location of the employer or the hours of work. W2W would be the ideal way to address issues of accessibility for both clients and employers in such cases.
- If local skills agencies, Further Education colleges or training providers are involved at the research stage, it will be possible to identify which courses and programmes are not being filled and the reasons for this. It will often be the case that this is because of location and difficulties of accessibility.
- Most schemes operate in largely rural areas. It may be useful to forge links with the Local Rural Community Council, so that the information they hold from Parish or Community Plans, or other grassroots local sources, can be used.

All of these organisations work closely with the community and keep accurate information about their clients, including the reasons why they are failing to access education, training or employment opportunities. This information would represent a key resource for anyone who is thinking about setting up a W2W scheme.

Once the need for a scheme has been verified and its geographic location determined, the next stage would be to identify the target client group.

2.1 Identify your potential clients

Working in partnership with Jobcentre Plus, careers services, work programme providers, training organisations and local authorities will help you to identify a priority group of clients at an early stage. Before the scheme can start, all of the potential partners will need to agree on which client group the scheme is aiming to help, the geographical area that should be covered and how large the scheme needs to be to be cost effective.

Once the target client group is identified then the next stage is to develop an initial start up scheme.

2.2 Develop a network of partners

The success of any scheme will very much depend on having the appropriate players on board, so it is important at this stage to ensure that stakeholders are encouraged to get involved.

A good network of partners will help to inform all of the planning and application stages of setting up a project, and to direct policy locally and regionally. They may also be able to help run the scheme by providing financial contributions, the premises for the scheme, officer time, or other in-kind support.

An effective network could consist of:

- Careers services
- Local Authorities
- Borough Council
- Parish Councils
- Jobcentre Plus
- Motorcycle dealerships
- Training providers
- Rural Community Councils
- Rural Transport Partnership
- Police and road safety organisations
- Private sector organisations
- Local Support and Development Organisations (formerly CVS)
- Other schemes which operate in the area

These organisations may be able to provide funding themselves. Funding applications will also be given greater consideration if there is clear evidence that partners have been involved in any consultation exercises and are working collaboratively to tackle common issues.

2.3 Decide what type of scheme is needed

Any W2W scheme has to be realistic and should be appropriate and cost effective for the needs of the client group. You will need to establish which elements of Wheels to Work should be delivered as part of the start up scheme in your area, by consulting with the community, partners and the target client group. Most W2W schemes provide a core service of a 50cc moped / scooter on loan for six months. Other services that they may additionally provide include:

- small motorcycles
- bicycle loans,
- electric cycle loans,
- travel passes,
- transport advice and planning,
- travel training,
- savings scheme

2.4 Business plan and funding

Securing funding is a key requisite of any scheme. Once the details of the scheme have been finalised and agreed, the next stage is to prepare and submit funding applications.

In order to secure funding you will need to develop a business plan and a development plan (please see appendix i for guidance) to support any applications for funding. The plans should show clearly any research and consultation that has taken place, as well as information about proof of need and who the lead partners are.

The table included in Appendix 4 sets out an outline budget for the scheme, with illustrative costs.

There are a number of potential sources of funding that a scheme can access at a variety of different levels, ranging from European funding to local funding opportunities. A summary of sources through which existing W2W schemes have secured funding can be found on the W2W website.

2.5 Set up an advisory group

As Wheels to Work is a community scheme it is a good idea if it is able to draw on the support of an advisory or steering group. The group should comprise representatives of funding organisations, potential referral agencies, beneficiaries and partner organisations. The group will provide support and direction for the coordinator and the scheme, as well as being responsible for forward planning and financial decision-making.

We recommend meetings should take place on a quarterly basis so that all parties can keep abreast of progress and development. Regular meetings will also enhance accountability.

It is helpful to keep partners, funders and other stakeholders informed about progress by circulating regular progress reports. Suggested headings for the report would cover:

- scheme summary
- introduction to the work of the past six months
- referral procedures

- interview & assessment
- moped usage
- training & safety
- maintenance
- mopeds
- ownership & insurance
- management
- marketing
- partnership working
- good practice
- development & sustainability
- appendices of statistics, case studies, maps etc

Annual Reports should include a statement of accounts, showing income and expenditure and future budgets.

2.6 Get advice from existing schemes and the W2W Association

People who are involved in running existing schemes will be happy to provide support and advice during the initial set up period, giving a realistic view of what is it really like to deliver a scheme. For more information contact the National Wheels to Work Co-ordinator via the Wheels to Work Association www.wheels2workassociation.org

All schemes are automatically entitled to join the Association, contact the National Wheels to Work coordinator to register your details.

There are many benefits of being a member of the W2W Association.

- Direct access to Industry and supply chains
- A full member conference once a year (normally January)
- A single representative voice for W2W
- Linkage with Government
- Decisions made by representative board
- Board will direct the National Coordinator
- Promotion of W2W

Anyone who is involved in schemes that are newly established, as well as those who are about to set up a scheme, can make use of an informal "buddy" network which operates for W2W schemes.

3. SCHEME COMPONENTS

Once funding applications have been accepted and all of the funds have been confirmed, including match funding, it will be time to put in place the mechanisms to deliver the scheme.

There are no set rules that determine the detailed elements that make up a scheme, as the most suitable approach will depend on local and regional needs and circumstances. However, in this section we provide some examples of the kinds of arrangements that are in place for existing schemes.

3.1 Establish an organisational structure

Existing schemes are delivered by a whole range of organisations, including Rural Community Councils, voluntary sector associations, social enterprises, community transport operators and Local Authorities.

When deciding which might be the most appropriate organisational structure, the following considerations should be taken into account:

- Accountability
- Financial capabilities (audit trail/accounts)
- Legal status
- Organisational Policies
- Links with the community and target groups
- Capacity
- Enthusiasm and commitment
- Reputation
- Main funding partner

The range of organisations that have had direct involvement in W2W varies enormously, but all of them have delivered schemes well.

3.2 Appoint a coordinator

A scheme will need an individual - a W2W coordinator - to take the scheme forward and be responsible for day-to-day management and administration of the scheme. Knowledge and experience of two-wheeled transport and licensing regulations would be a highly desirable asset for a W2W coordinator.

The qualities of the coordinator will play a key role in determining the scheme's success. Coordinators will have very different job titles and play differing roles; their job description and salary will need to reflect these differences.

A W2W Scheme Manager would take the responsibility for the overall management and development of future funding and expansion of the scheme. These roles could be combined if the scheme is small.

The decision regarding the organisational structure will affect the salary, recruitment and on-going support and development that is available for the coordinator; as a result it could also affect the likelihood that a suitable candidate is found to fill the post.

A sample job description can be found in Appendix V

3.3 Carry out a risk assessment

It is essential that anyone running a Wheels to Work scheme undertakes a risk assessment and takes all reasonable measures to reduce risks to clients and their equipment. Carrying out a risk assessment will confirm that you have given consideration to the risks and have taken appropriate action as a result. Risks can only be managed and minimised, not removed.

It is a good idea to ask a professional in this area of work to help you compile a comprehensive risk assessment form. The sample risk assessment form provided in Appendix VI was designed by Lynn Stevenson, Health & Safety Officer for CSWP Ltd. and updated by the W2W Association.

It is also suggested that a risk assessment should be carried out for the scheme as a whole, also considering risks such as funding ceasing and how these risks can be managed and minimised.

If the project is operating in its own right, all assets will need to be insured (property, buildings and contents) for their full replacement value. Also Employers Liability Insurance and Public Liability Insurance need to be considered and budgeted for.

It is important that clients, their parents/guardians (if the client is under 18) and partners and other stakeholders are made aware of the potential risks of the scheme.

The following items will help to ensure that the scheme has taken all necessary steps in terms of reducing risk and being properly protected:

- You should have in place public liability insurance for at least £5 million.
- Parental consent should be built in to the contract.
- Clients should be asked to sign a contract which explains that they use the moped at their own risk.
- Ensure that clients have received adequate training and that the scheme has provided them with appropriate equipment.
- Duty of care is followed.
- Make sure that you have carried out a full risk assessment (see section 3.4).
- Recommend to your clients that they take up personal accident insurance.
- Ensure that machines are fully comprehensively insured.

3.4 Choosing suitable vehicles

Cheap bikes do not necessarily represent best value for money, so when choosing vehicles it will be necessary to take account of factors other than cost, such as suitability and dealership support.

It is a good idea to talk to existing scheme operators for their views about the different manufacturers, the quality of the vehicles and their suitability for local circumstances. Most schemes have purchased models with only 50cc engines, but some have also chosen 125cc machines. The choice of product will be determined in the main by the kind of terrain that the mopeds will be driven on and the models that are available for purchase locally, as well as the age range of the expected client base.

Existing schemes currently use several makes of scooter that are available on the market. They would be happy to discuss the different options with you.

3.5 Servicing and maintenance

As part of setting up the scheme you will need to put in place a contract for the vehicles to be purchased and to be serviced and maintained on a regular basis if you do not intend to do this in-house.

The W2W Association operates a procurement programme for W2W schemes. Please contact them for further details about this.

3.6 Using a dealership for maintenance

If you plan to use a dealership to maintain your vehicles, you should take time to explain to them the ethos behind the scheme. In coming to a decision, you might take the following considerations into account:

- Do they understand the scheme, and are they likely to empathise and understand the clients' situations?
- Will they be able to carry out repairs immediately, as the lack of a vehicle could mean the loss of a job for clients?
- Are they aware that machines are being maintained and serviced for the scheme, not just for the client?
- Are they based in a central location, so that clients can get their machines into the service centre with relative ease? If the scheme covers a large area, it may be appropriate to have more than one centre, or to put in place a collection service, or a mobile mechanic.
- Do they have adequate secure storage facilities, preferably free of charge, for the moped?
- Are they able to keep a reasonable amount of parts and spares in stock?
- Will they be able to continue to provide a good quality service as the scheme grows?

Many schemes choose to use well-established local dealerships that are more likely to have a commitment to the local community.

3.7 Make arrangements for vehicle insurance

Mopeds, scooters and electric bicycles need to be comprehensively insured, a fleet policy is the best option.

There are several insurance companies who provide fleet insurance policies, and they should be contacted to see how their policies and prices compare. It is worth shopping around for the best deal or discussing the matter with other W2W coordinators. The National Coordinator, or other W2W schemes, may be able to offer advice about this. Make sure you contact the W2W Association for the latest information.

3.8 Safety checks & protective clothing

Regular safety and maintenance checks will keep customer safe, prolong the life of the vehicles, and provide an opportunity to check that they are roadworthy between services. It is also imperative to check that machines have not been modified in any way and that the client is not abusing them.

Manufacturers have clear maintenance schedules in the machine handbooks and it is imperative to ensure that these schedules are adhered to.

The lights, tyres, brakes and equipment should be checked professionally once every six weeks, at least.

Daily checks

Clients must also be made aware of the checks **they** should do every day

- Lights, indicators and horn
- Tyres and tyre pressures
- Oil levels – the appropriate oil should always be used – make sure your client purchases this from you or your maintenance provider
- Steering
- Centre stand – does it return to the correct position for riding?
- Brakes

When you loan out a moped or motorcycle you should also consider making available full kit, including:

- helmet (legally required item)
- gloves
- armoured jacket
- reflective bib
- secure, heavy duty bike lock
- waterproofs

Check the website or contact the National Co-ordinator for information on procurement options.

If your clients have been referred by Jobcentre Plus or similar agencies you may wish to put in place an agreement with them to provide funding for the above items.

3.9 Arrange training for clients

All prospective clients must be entitled to hold at least a UK provisional licence and be eligible to participate in the Compulsory Basic Training (CBT) course.

CBT is training and an assessment of road sense; it is not a riding test. It is helpful for clients if they:

- learn the Highway Code
- undertake awareness training
- undergo a follow-up assessment
- watch the DSA road safety videos
- look at the Think! Motorcycling page where you can listen to safety advice and watch the "Perfect Day" video made by DfT.

http://www.youtube.com/results?search_query=dsa+motorcycle&sm=3 – DSA videos

<http://www.youtube.com/watch?v=4rtpYVGCpU0> - DSA "I just didn't see you" video

<http://think.direct.gov.uk/motorcycles.html> - DfT Think! page for motorcycling safety advice

CBT is provided by centres that have been approved by the Driving Standards Agency (DSA). The on-road training element will last at least four hours, and the course may be run in a single day or over a number of days. There is no standard price for CBT training; prices vary so it is worth shopping around and negotiating a deal with local providers.

Some training schools offer additional training which goes beyond the CBT training, for example how to ride safely in poor weather conditions. The cost of such additional training should be considered when you are drawing up the client training budget. Your local Road Safety Partnership may wish to provide funding for your clients to take this additional training.

It is better if the client does not ride home after their training as they are likely to be tired from the day and therefore more likely to make an error. Some schemes deliver the moped to the client after they have undertaken the training, so that the coordinator can reinforce the terms and conditions of the loan and make sure that adequate and secure storage is in place.

If you want to find out about training schools in the area, contact the police, the Driving Standards Agency or the Motor Cycle Industry Trainers Association (MCITA) www.mcita.co.uk

If your clients have been referred by Jobcentre Plus or similar agencies you may wish to put in place an agreement with them to provide funding for the CBT training.

3.10 Put in place breakdown cover

The choice of service provider for your fleet recovery contract will depend on what is available locally and the quality of service for two wheeled vehicles.

Before you choose a service provider, check first that a recovery package was not included as part of the deal when you purchased the machine (some bikes are sold with a two-year recovery package as standard). You should also make sure that the client who calls out the recovery service will not be liable for any direct charges before recovery is provided.

3.11 Service Level Agreements

Service level agreements should underpin all arrangements made with funding partners, referral agencies and service providers. This will ensure that the aims and objectives of the scheme are met and adhered to and that service delivery is of a high quality.

A service level agreement (SLA) is a process of negotiation leading to a documented agreement between parties about levels of service that the service provider will achieve. An SLA is useful as a way to:

- ensure quality of service, monitor and evaluate service and encourage improvements
- set responsibilities and service performance expectations

It is a good idea to consider drawing up SLAs between the scheme as the service provider, its clients and, where appropriate, other stakeholders such as suppliers.

Appendices ii and iii provide more detailed information about SLAs.

4. LAUNCHING THE SCHEME

Once the scheme is ready to be launched, do all that you can to raise the profile of the scheme through a launch event:

- Ask partner agencies, referral agencies, the media and other members of the community to attend
- Consider holding the launch at a community centre
- Offer lunch or other refreshments to encourage people to attend
- Ask the local Mayor or council leader to present the first person on the scheme with the keys to their moped as part of the launch
- Have information about the scheme ready to hand out at the launch
- Ask another W2W scheme coordinator to come along to talk about how the schemes work in practice

4.1 Publicise the scheme

You should devise a clear plan to publicise the scheme to potential clients, partner agencies and funders.

- Set up a website or web page, vital for both publicity and referrals/applications
- Set up a Facebook page and/or a Twitter account. These are useful communications tools as you can not only pass on information to your clients but they can also contact you. Monitoring Facebook and Twitter may also alert you to possible problems "in the field".
- Send regular press releases to the local and national press, both for the launch itself and afterwards, so that the scheme maintains a high profile
- Many people enjoy the limelight - make use of them! Encourage the local media to carry features about the scheme, perhaps along the lines of "A day in the life of a person on Wheels to Work"
- To raise awareness of the scheme, attend local events such as careers fairs, college open evenings and community events. Consider having a large banner made for these events
- If you have leaflets or postcards to hand out, include your website address so that potential clients can look for further information and downloads
- Distribute literature about the scheme through training providers, colleges, schools, job centres and employers. Make sure that they always have copies in stock and that the information is up to date. It is better to receive lots of referrals and have an oversubscribed service than to have few referrals with mopeds going unused
- Join the W2W Association to ensure your scheme is mentioned on their website. The W2W Association will also help you to use social media to publicise your scheme.

4.2 Running a scheme - some learning points

- Do not be afraid to be innovative
- Vehicles will get damaged at some stage. Be prepared for it and make sure you have agreements in place for clients to be charged for damage for which they are responsible
- Join the Wheels to Work Association and network with existing schemes
- Constantly review processes, ask advice, learn from others
- Sustainability should always be considered. Charge accordingly
- Always get a guarantor

- Payment – you need to be able to check payments have been made in a timely fashion and respond accordingly, take card payments etc
- Have clear policies and procedures
- Establish good relationships with referral agencies
- Make the most of publicity, marketing and PR opportunities
- W2W staff need to be dedicated and resourceful to help deliver a quality service
- Understand your client group and the issues they face
- Ensure that clients and service providers fully understand your Terms & Conditions
- Do not allow customers, service providers or referral agencies to take advantage of the scheme
- The support of one or more motorcycle dealerships is important; they should understand what W2W is all about
- Ensure you stay on top of servicing and maintenance at all times; when it slips it becomes difficult to get back on track
- Buy good quality bikes; the cheap ones are cheap for a reason!
- Get written evidence of jobs or training courses
- Talk to the Police; they give good safety and security advice
- Network effectively with partners, public and third sector organisations and businesses who may be interested in W2W

4.3 Referral procedures

You should be ready (or have processes in place) to accept self referrals from clients, as well as referrals from other organisations or individuals. In some cases it is a parent or employer who refers a client to the scheme.

Telephone calls from potential clients to the coordinator appear to be the preferred way to make contact with the scheme. In these cases, the coordinator can complete the referral form over the phone, and can also answer any questions. This process will raise the quality of referrals, and clients who are not eligible will not be given false hopes. Such contacts will also help the coordinator to monitor relative levels of interest, and allows them to monitor the nature of enquiries and the needs of clients.

If you have a website you may want to consider an online application form.

4.4 Gathering and recording information

You should try to keep accurate and comprehensive information about the level of enquiries, referrals and the number of people who are helped by the scheme:

- This information will help with future funding applications and progress reports, and these will prove invaluable if you plan to expand your scheme.
- It is essential to keep comprehensive information about operational elements of the scheme, such as the number vehicles, number of referrals, how many clients have used the scheme and whether there has been a waiting list. This information can be used to demonstrate the value of the scheme to potential funding partners and will also be requested by the W2W Association yearly. The Association will use this information to demonstrate the not only value of W2W schemes to local and national Government but also highlight gaps in W2W provision.
- You should also try to collate information regarding any long-term benefits from the scheme for clients who have left the scheme. This information can be used to show the value of the scheme in enabling people to access opportunities.

4.5 Interview and selection

Potential clients should be interviewed as part of the referral process. Interviewing clients helps to ensure that the referrals process is fair, giving potential clients the opportunity to state their case and find out more about the scheme.

A record of the interview should be kept; this then forms part of the travel planning exercise, and would provide a record if decisions are queried or challenged.

4.6 Building relationships

Wheels to Work encourages and enables clients to make choices about their future. By providing support to access employment, training or education, the scheme helps to build people's confidence, skills and self esteem. The relationship between the client and the scheme staff can be an important part of this process.

Regular contact with clients (at least once a month), preferably at home or work, provides a chance to support clients' development. Encourage your clients to keep in regular contact.

4.7 Moving clients towards self sufficiency

An important part of the scheme is to plan for the future. The coordinator should work with the client to develop a realistic strategy for when their moped loan has finished. This will depend on the client's circumstances and their age, income and commitments. Clients should be encouraged to plan and to save up for realistic alternatives once their time on the scheme has come to an end.

Schemes should have set lengths of time that clients are able to keep the vehicles. This is generally six months, except in the case of Wheels to Learning.

4.8 Client contributions

All schemes should require their clients to make a contribution towards the cost of running the vehicle. This should be similar to the cost of public transport, were it available. Most schemes charge between £15 and £25 per week for a 50cc machine. These payments from the clients are vital to the viability of your scheme.

It is also vital that the client feels that the opportunity they have been given is of value to them.

Many schemes have struggled with non payment of client's contribution in the past. If you ask the clients to pay cash into the bank remotely or payments are set up by standing order then it could take some time to show missed payments.

One of the most effective methods being adopted by W2W schemes is card payments over the telephone, in advance. Try to get the clients to telephone you as this encourages responsibility in your clients.

Remember that if your organisation is VAT registered, then these contributions may be liable for VAT and should be included on your returns. Please speak to HMRC for further advice.

- Clients should make these payments in advance rather than in arrears
- Clients should make their first payment and any deposit when they take receipt of the vehicle. Their contribution should then be collected on a regular basis (eg every week)
- If the base organisation has several offices within a given area clients can make cash payments at the offices

It is now quite straightforward to get a facility to collect payments over the phone or by continuous payment authority. No hardware is needed, and costs are quite low. You will find that this saves considerable effort in collecting payments.

4.9 Standard paperwork

If schemes have standard paperwork and procedures in place this can simplify matters and save time. Forms which may be standard include:

- initial enquiry form
- referral form
- interview form
- action plan form
- review form
- terms & conditions
- parental consent form
- driver declaration
- handbook of frequently asked questions
- emergency card
- fleet management form
- accident report form
- exit questionnaire
- follow up questionnaire
- contact details form/vehicle log
- confirmation of employment/training/education.

Electronic versions of some of the forms will be available from the National Wheels to Work Co-ordinator or will be available for download from www.wheels2workassociation.org

4.10 Saving schemes for clients

It is helpful if clients are encouraged to put money aside for the end of their loan period to purchase their own vehicle, although not all clients will wish to do so, depending on the travel plan that they have agreed with the scheme co-ordinator.

One way for clients to save, is through a credit union. However, credit unions are not available in all areas and clients may need to fulfil eligibility criteria to join.

5. ENSURING THE SCHEME IS SUSTAINABLE

Grant funding is becoming increasingly more difficult to obtain. In the past, W2W schemes have appeared expensive to Government, local authorities and funding organisations. This does not have to be the case.

Schemes will therefore need to demonstrate that they represent value for money if they are to attract funding. If you can generate part of your own income match funding will be much easier to find, although this may not always be an option.

Although Wheels to Work is often seen as simply providing mopeds on loan, schemes offer a variety of other elements so that as many people as possible can benefit.

At present, some schemes are looking into setting themselves up as a social enterprise, while others are purely grant-giving organisations. It is essential that schemes think about how they might develop once a service is established, so that a strategy is in place and there is agreement from the advisory group on the way forward.

Look at the Wheels to Work Association website for further information.

5.1 Developing the Scheme's sustainability

Wheels to Work schemes are more likely to continue if:

- clients of the scheme, and the wider community, consider that the service is essential;
- accurate and comprehensive records are available as evidence of the benefits and usage of the scheme;
- partners and funders acknowledge the unique and essential role that the scheme is providing to communities.

Although some W2W schemes have become a great deal more self sufficient, most will probably always rely on a portion of grant funding from external sources such as local authorities or Jobcentre Plus.

In many ways, local funding agreements present a better long-term funding opportunity as local organisations will be able to see for themselves the direct benefits that flow from the scheme.

5.2 Extending the geographical area covered

Once the start up or pilot scheme is up and running, and capacity for service is being met, it may be appropriate to consider extending:

- the area covered by the scheme;
- the client age group;
- the methods of assistance that the scheme offers.

If the initial coverage area is small and is restricted to a particular type of service provision, it will be easy to identify where and how the scheme might be extended. Real evidence about how things work in an area reinforces very strongly the argument for it to be extended to other areas.

A larger scheme will always be more cost effective than one running, say, 10 to 20 bikes or mopeds.

5.3 Evaluating performance

It is important to evaluate the performance of a Wheels to Work scheme. All schemes should keep accurate and reliable records of service provision on a monthly basis.

Follow-up work with clients who have taken part in the scheme, but have now left, is very important. Apart from those already mentioned in 4.4, a key evaluation measure, is the extent to which the scheme has been able to assist in providing a long-term solution for the client. Has the loan of a moped or bicycle meant that clients have been able to access long term employment or training? Have they been able to save for a personal form of transport? Schemes should try to gather this kind of evidence to demonstrate that key objectives have been met.

5.4 Replacing vehicles

In order to plan for the future, schemes will need to consider how long their mopeds will last. This life-span can then be built into long-term funding plans, so that replacements and additions to the fleet can be purchased.

Most vehicles are expected to last three years, some will last longer. Their life span will depend to a large extent on how regularly they are serviced (manufacturers have clear maintenance schedules), the mileage they are doing, how well they are maintained and cared for by clients, and the kind of terrain in which they are being ridden.

Getting rid of old vehicles

- If machines are deemed to be unroadworthy, they could be scrapped or donated to a motor salvage project or other motor vehicle projects, so that their parts can be used by their participants.
- If you have the facilities, they could also be sold or “broken” for spares for your vehicles, or sold on
- If any machine is unviable to repair financially, they might still be sold on
- If any machines are registered to a different organisation, you would need to ask them how they wish to dispose of the vehicles.
- Bear in mind too that some funders may wish claw-back funds if vehicles are sold within five years of them being purchased. Check with your funder on their rules regarding this
- Vehicles could be offered to clients at a reasonable price

For further information, please refer to the Wheels to Work Association website.

www.wheels2workassociation.org