Department for Transport

Making a Cycling Town:

a compilation of practitioners' experiences from the Cycling Demonstration Towns programme

Qualitative Survey

2005-2009

cycling england

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Abbreviations & Glossary

ASL	Advance Stop Line
AVDC	Aylesbury Vale District Council
BCC	Buckinghamshire County Council
Bike It	Bike It works directly with schools to encourage children to cycle to school. The aim of Bike It is to create a pro-cycling culture in schools that continues long after the Bike It Officer has finished their work.
BUG	Bicycle User Group
CDT	Cycling Demonstration Town
CIVITAS	European Union programme promoting cleaner and better transport in European cities by funding demonstration projects of ambitious integrated sustainable urban transport strategies.
CRB	Criminal Records Bureau
CTC	Cycle Touring Club - the UK's national cyclists' organisation
Cyclocross	A type of cycle racing involving riding laps around a short circuit which includes different types of cycling surface.
DCC	Devon County Council
DfT	Department for Transport
ECC	Exeter City Council
ERDF	European Regional Development Fund
FTE	Full Time Equivalent
Go Ride	British Cycling's Club Development Programme aimed at improving both young riders and clubs. It focuses on volunteers and young members – improving coaching standards and increasing the number of young riders with access to coaching activities, as well as supports the creation of school-club links.
Key Stage 2	A stage of schooling which covers Years 3 – 6 (ages 7 – 11 years). As such it includes Years 5 and 6, when Level 2 Bikeability training typically takes place.
LaCC	Lancashire County Council
LCC	Lancaster City Council
LEA	Local Education Authority
LNR	Local Nature Reserve
LTP	Local Transport Plan
OFSTED	Office for Standards in Education, Children's Services and Skills
PTA	Parent Teacher Association
PTP	Personalised Travel Planning
SATS	Standard Assessment Tests. National tests taken by children at the end of school Years 2, 6 and 9.)

Introduction

In October 2005 Cycling England granted 'Cycling Demonstration Town' (CDT) status to six towns across England, with funds from the Department for Transport. This funding enabled them to set up an initial three-year travel behaviour change programme – including both infrastructure and Smarter Choices measures - to increase cycling for short urban trips.

The Cycling England CDT programme aimed to learn about the relative impact of different types of measures in different local contexts, as well as about best practice implementation of the most effective measures – enabling other local authorities and stakeholders to learn from these demonstration projects and making the case for further investment in cycling.

The six CDTs, funded from October 2005 – October 2008 (Phase I), were:

- Aylesbury
- Brighton & Hove
- Darlington
- Derby
- Exeter
- Lancaster with Morecambe.

In June 2008 Department for Transport (DfT) and Cycling England announced continued funding of the CDTs – committing further funding to these original six towns from November 2008 to March 2011 (Phase II). At the same time they also announced the creation of eleven new Cycling Towns and England's first Cycling City, to implement their own demonstration projects during this time.

Now that Phase I of the Cycling England CDT programme is finished, Cycling England has been capturing the initial experiences of the CDTs and learning from these – as well as assessing the impact of these programmes on local cycling levels. This report contributes to Cycling England's work on this – capturing the stories and experiences of the towns based on reflective evaluation from the local officers and stakeholders involved.

Report Structure

The first chapter of this report summarises Cycling England's recommendations for development and delivery of a town-wide programme to promote cycling, developed from the lessons learnt working with the six CDTs during Phase I.

The second chapter of this report reviews some of the key elements and considerations affecting the CDTs at the programme delivery level – outlining potential issues or different approaches taken, as well as sharing the lessons learnt by the towns.

The third chapter tells the story of each CDT programme and what the towns did to enable and encourage cycling, as well as the challenges and issues they faced along the way.

In the fourth chapter common elements of the CDT programmes are outlined, highlighting the range of approaches taken, key considerations and lessons learnt. The common programme elements covered are:

- Infrastructure
- Marketing & Enabling Cycling
- Schools and Bikeability
- Workplaces.

Acknowledgements

This report is based on extensive interviews and data collection in each of the Cycling Demonstration Towns (CDT), involving local officers, Members and stakeholders. The following are acknowledged for their input to this research process:

- The Cycle Aylesbury team, Buckinghamshire County Council and local stakeholders
- The Brighton & Hove Cycling Demonstration Town team, Brighton & Hove City Council, local stakeholders and Dean Spears
- The Local Motion team, Darlington Borough Council and local stakeholders
- The Cycle Derby team, Derby City Council, local stakeholders and Bella Fortune
- The Cycle Exeter team, Devon County Council and local stakeholders
- The Celebrating Cycling team, Lancaster City Council and local stakeholders.

The report is also informed by interviews held with the following stakeholders involved in the CDT programme at a national level:

- Andy Cope: Sustrans – Project Manager for CDT Monitoring
- Phillip Darnton: Cycling England – Chairman
- Martin Ellis: Department for Transport – formerly CDT Project Manager
- Steve Garidis: Cycling England
- John Grimshaw: Cycling England – formerly Board Member, now Special Advisor
- Debbie Howard: Blue Rubicon – Senior PR Consultant for Cycling England
- Adrian Lord: Arup – Project Manager of Cycling England's Professional Support Team
- Tony Russell: Sustrans – Coordinator of Cycling England's Professional Support Team
- Lynn Sloman: Cycling England – Board Member.

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1 'Lift Off' for Cycling

First results show that the Cycling Demonstration Town (CDT) programme has been a major success, with all six towns achieving their aim of getting more people cycling, more safely, more often. For the first time in the UK outside London, 'lift off' has been achieved for cycling. The national trend of a gradual decline in cycling levels has been reversed. Averaged across all six towns, cycle counts increased by 27%[1].

Cycling contributes to seven of Government's key objectives, shared by six departments.

Health benefits

Increased cycling in the CDTs went hand-in-hand with a *town-wide* increase in physical activity – an achievement matched by few, if any, physical activity promotion projects in the UK.

Transport benefits

The focus of the CDTs is on enabling people to cycle for short everyday trips – to work, to school, to the station or the town centre. In urban areas, making these trips by bike helps cut congestion, pollution and carbon emissions.

Economic benefits

The investment in the CDTs had a high benefit -cost ratio. A partial cost-benefit analysis, taking account *only* of benefits due to reduced mortality, suggested that for each £1 invested, the value of decreased mortality was £2.59. The overall benefit cost ratio is likely to be greater than this. However, decreased mortality benefits alone put the CDT programme in the Department for Transport's 'high' value for money category.

For local authorities, the key issues are – can this be achieved in my town or city; if so, how; how much will it cost; and what will be the return on investment?

Can this be achieved in my town / city / local authority?

Yes. The CDTs represent a range of regions, types, and topographies and there is no reason to believe this success cannot be replicated in other towns and cities in England given two simple but crucial criteria:

- Consistent political leadership and a determination to champion sustainable travel
- Sustained investment over time.

How can this be achieved?

The most valuable lesson from the CDTs is that increasing cycling requires a coherent plan, focused on an understanding of three things:

- **People** – who can be persuaded to take up cycling?
- **Place** – where do they go?
- **Purpose** – why do they go there?

It may seem obvious, but schemes that begin with a decision to install or improve cycle infrastructure without considering who will use it, or where it will usefully go, do not work.

Successful programmes in the CDTs show that a package of measures is required. This is most often a mixture of infrastructure and 'smarter choices' projects. Individual projects have only limited success. Thus, getting children to cycle safely and well requires National Standard training; secure cycle parking at school; an identified suitable route to school for each child; and ideally a school champion to establish a 'cycling culture'. This is true for every target audience and trip type.

The most successful programmes focus on specific locales, or 'hubs', where the target groups can be most efficiently identified and engaged. A hub may be a school, workplace, hospital, station, college or a town centre.

[1] www.dft.gov.uk/cyclingengland/cycling-cities-towns/results/

How much will this cost; how much return will I get on my investment?

Each town was granted funding at the level of about £5 per head per year, matched locally, such that total investment was about £10 per head per year. This level of funding was comparable with the annual investment in cycling in towns in mainland Europe which have achieved continued growth in urban cycling over a sustained period. It is worth noting that some target audiences, and their associated programmes, cost more than others. Targeting children and the trip to school consistently shows good returns.

However, even high-cost infrastructure pays back. Cycling England has shown that even a piece of cycling infrastructure costing £1m needs to convert only 109 people to regular cyclists in order to pay back in terms of health, congestion and pollution benefits[2]. The investment in the CDTs had a high benefit-cost ratio, estimated to be at least 2.59:1, taking account *only* of benefits in reduced mortality. The total benefit (including benefits in terms of congestion, pollution and carbon emissions) will be higher than this.

People, Place and Purpose

Through the experience of these first three years of the programme, Cycling England and the six towns have developed a new approach to planning for cycling, which we call 'People, Place and Purpose'.

People

Finding the right target audiences is the essential starting point for cost effective behaviour change: 'Which people can be motivated to cycle?', and then 'Where do they live?'; 'Where do they want to go?'; and only thereafter 'What measures are required to help them take up cycling?'; 'What are the motivations/benefits for them?'.

The starting point in each CDT was to identify which groups of people might be most likely to make such a shift, the *maybe* cyclists, and then to target them with a series of initiatives designed to overcome barriers to change and provide relevant motivation to start cycling and 'benefit' from so doing.

Towns that had active 'stakeholder' steering groups for their project found them to be invaluable. It was clear that the advice of local cycling groups needs to be considered in context i.e. it represents the views of experienced cyclists and not necessarily 'maybe' cyclists. The best results were had when local cycle campaigners worked hand in hand with the local authority, but where both acknowledged that the target audience was 'maybe' cyclists and the needs of this latter group were actively and separately sought.

In all six towns, the first target group identified was young people (between the ages of 8-14). This group has a very high desire to cycle to school (c.48% stated preference), but few (<1%) do. Further, primary schools are on average less than 2 miles from home; and there are 500 million trips to school by car each year. This target group of young people therefore forms an ideal focus of: those who want to cycle; have a short urban trip; and have a significant impact on car traffic at peak times.

Confidence and perceived safety are the two biggest barriers. There are many ways to tackle each, but by far the most cost effective starting point is training, when delivered as part of a comprehensive package. Derby, in particular, has focused on providing a complete cycling experience for young people from infant stage ('Scootability') through to Further Education. Training is the essential starting point as part of a package that looks like this:

- **Getting started** - primary school: Scootability; Bikeability levels 1 & 2
- **Keeping going** and the transition to secondary school: Bikeability Level 3
- **Winning support** of the school and parents: school champions (e.g. Bike It, Go Ride)

[2] An investment of £1m would require only 109 additional cyclists (cycling at least 3 times per week through the full life of the project – assumed for the purposes of calculation to be 30 years). This does not mean that the same people must continue to cycle, but that on average, there should be 109 more cyclists each year than would be the case were the investment not made.

- **Opportunities to keep cycling:** after-school clubs, girls clubs / activities (e.g. Beauty and the Bike), cycling and excitement (e.g. BMX).

Other significant target groups which the towns engaged with include:

- University students (Exeter, Lancaster)
- Large employers and their employees (Brighton, Exeter, Lancaster)
- Over 50s (for health and social reasons) (Exeter)
- Women and families (Darlington)
- People travelling to the station or visiting the town centre (Aylesbury).

Several CDTs targeted people with short journeys to work as potential new cyclists. For this group, it is more productive to work intensively with a few (3-5) large employers, than to work at a more superficial level with many employers. Staff champions within the target organisations play an important role in promoting cycling. Efforts to recruit and support such individuals (via Bicycle User Groups or Cycle Challenges) are therefore particularly worthwhile.

Some of the CDTs promoted cycling to residents via personal travel planning (PTP). This is likely to be more effective in neighbourhoods where cycling has been made significantly more attractive (e.g. by providing a high quality direct route to the town centre).

Place & Purpose

Having established the key target group and their specific trip or destination, consideration must be given as to how they will get there. This requires finding or knowing the way and having a reasonable route. Finding your way requires clear comprehensive signage and maps. Aylesbury's 'Gemstone' routes formed the core of their marketing plan. The routes were thoroughly signed on-road, and simple route maps were given to all households along each route and put in estate agent information packs.

On-road signs can also act as advertising to other road users. Use of times instead of distances highlights to potential cyclists (particularly motorists) that cycling is a convenient and quick alternative. Cycle routes must be **convenient, direct, safe** and **attractive**. The cycle network must be determined by the previous identification of key destinations (and **not** simply by where it is easiest to build new infrastructure). Routes should not have gaps or barriers. There should be clear provision at main roads and reasonable priority at junctions.

Cycle routes may include a mix of:

- Slower speed roads (often with lighter traffic)
- Attractive traffic-free sections (e.g. through parks)
- Tracks alongside busy roads (sometimes shared with pedestrians)
- High quality on-road cycle lanes.

Town centres must be permeable to cyclists, and town centres and stations must offer convenient parking.

It takes time and persistence to achieve the ideal cycle route network. However, the CDTs have demonstrated that persistence pays off. Notable successes include Darlington's decision to allow cycling through its new 'pedestrian heart' and Lancaster's determination to create a link to its university.

How can I incorporate planning for cycling into my local authority?

Organisational /Structural considerations

The right political will, high level support within the authority, and a motivated and skilled team is essential. It is only with these in place that sustained funding and consistent delivery is

possible. The right team requires sufficient professional skills and, crucially, support from the rest of the authority structure. A project manager in charge of a cycling plan requires understanding, support and action from a number of key related departments such as the authority's planners and engineers, as well as more widely within the authority such as from their education and health colleagues or tourism and marketing teams.

Planning for Cycling

There is no substitute for examining local circumstances and making choices about the most likely target audiences – the 'maybe cyclists' in the local authority, town or city. A programme balancing infrastructure and soft measures can then be developed. As a broad guide, the CDTs' programmes can all be roughly divided between the following programme areas, each of which has elements of infrastructure and soft measures:

- Encouraging young people and families
- Encouraging cycling to specific destinations – e.g. commuting to work
- Encouraging specific groups to cycle, especially for the health impact
- Discouraging driving for short urban trips through focused travel planning.

Local Transport Plans

Getting more people cycling requires that the right policies are adopted across a range of local government responsibilities – planning, education and tourism as well as transport. Nevertheless, the Local Transport Plan is the best place to start, particularly with authorities planning now for the third Local Transport Plan phase. Local authority policy areas and programmes that directly impact on cycling include:

- Land use policy and development control guidance
- Traffic management and car parking policies
- LTP capital investment programmes
- Smarter Choices Programmes (including travel plans and personal travel planning)
- Cycling and public transport interchange
- Recreational, tourism and health cycling partnerships.

For greatest impact, LTP capital investment in cycle route networks, cycle parking and cycle hire schemes should be accompanied by supporting revenue-type measures such as:

- Cycle skills training programmes (Bikeability)
- Promotion events and materials
- Development of route maps and signage
- Cycle commuting and employer partnerships.

Capitalising on wider initiatives

There are other national cycling programmes that can be accessed by local authorities to boost local initiatives. The most significant is the Bikeability cycle training scheme – cycling proficiency for the 21st Century. Bikeability provides the access point to all sorts of other kinds of cycling, particularly for school children, and should be seen as a prerequisite to any programme designed to boost cycling levels to school. There is significant investment in instructor training as well as in grants to schools for the basic training itself from Cycling England. Local authorities can access both funds to pay for training instructors and training children to Bikeability Level 2. Visit *www.bikeability.org.uk* for further details.

Other programmes include the joint DCSF / DfT School Travel Initiative and the national online cycle journey planner in development with Cycling England and Transport Direct.

Bikeability: 21st Century Cycling Proficiency

Bikeability is Cycling England's flagship cycle training programme, which is designed to help guarantee a future for cycling in this country, by giving thousands of children and young people the skills and confidence to ride on today's roads. Billed as the Cycling Proficiency for the 21st century, there are three Bikeability levels and children are encouraged and inspired to achieve all three levels, recognising that there is always more to learn and to enjoy on a bike.

1. **Level One** teaches basic skills and bicycle handling and is covered in a traffic free environment. Those completing Level 1 will be able to demonstrate the skills and understanding to be able to make a trip and undertake activities safely in a motor traffic free environment and as a pre-requisite to a road trip.
2. **Level Two** gives children the skills they need to cycle safely on minor roads. Level 2 is covered on quiet roads but with real traffic conditions. Those completing Level 2 will be able to demonstrate the skills and understanding to be able to make a trip safely to school, work or leisure on quiet roads.
3. **Level Three** covers more complicated traffic environments. Those completing Level 3 will be able to demonstrate the skills and understanding to be able to make a trip safely to school, work or leisure on busy roads and using complex junctions and road features.

A child will typically start Bikeability lessons once they have learnt to ride a bike, with Years 5 and 6 (10-11 year olds) progressing through to Level Two, and then Level Three at secondary school.

Launched in March 2007, Bikeability was created in consultation with leading road safety organisations and cycling experts. To ensure the quality of schemes delivering the Bikeability awards, organisers are required to register their scheme with Cycling England. The Department for Transport, advised by experts on the Cycle Training Standards Board (CTSB), is the custodian of the National Standard for Cycle Training (upon which Bikeability is based).

Bikeability is currently delivered primarily in schools via local authorities, many of whom are realising the benefits of running the scheme in their region. Bikeability can help local authorities meet a range of objectives including Local Transport Plan targets for reducing pollution and congestion, School Travel Plans, Road Safety Strategies and Healthy Schools.

Getting a cycle training scheme Bikeability registered could not be simpler. The process involves submitting evidence detailing how your course is delivered and the course management policies and procedures that support this. Registering and provisionally accrediting a scheme takes around 30 days. Local authorities can find out more by visiting *www.bikeability.org.uk/professionals/*

Once registered, scheme organisers have full access to the Bikeability award packs, which consist of badges and guidance booklets as well as the right to use the branding on their promotional materials.

Grants are available through the Cycle Training Fund, which local authorities can bid for to help deliver Bikeability training. Financial incentives are also offered to help local authorities build a base of qualified instructors, with bursaries available that cover at least 50% of the cost of the four day course required to become an accredited instructor.

There are now 3,000 instructors and 200 schemes registered in England, which means that Bikeability is currently available in 80 per cent of England and Wales. Importantly, this uptake means that Cycling England has been able to train more than 250,000 young cyclists and hand out hundreds of thousands of coveted Bikeability badges. Cycling England is well on its way to achieving its target of half a million children trained by 2012.

There are very often programmes of much wider significance and influence that can have a greater impact on cycling than any direct spend on cycling projects themselves. Schemes designed to improve safety, accessibility and the street environment will also encourage more cycling and walking - the wide-scale introduction of 20 mph limits on minor roads is one such example.

Exeter has been able to take advantage of a major school building programme to include new cycling facilities, parking, links and routes to schools as the schools were being redesigned – a particularly cost effective moment to introduce measures for travel behaviour change. The national 'Building Schools for the Future' programme offers an important opportunity to 'design-in' cycling right from the start.

New housing developments offer a considerable long term opportunity to 'design-in' cycling from the outset at much lower cost than the retro-fitting required in our existing towns and street layouts. Developer contributions can be used to substantially subsidise the cost.

Events and Fun

A final word on the role of large events: as part of a more general engagement with the whole local community, CDTs have invested in various events to make cycling an enjoyable/fun activity. These range from active engagements in mass rides and charity events to passive 'entertainments', such as elite cycle races, bicycle film shows and a 'bicycle ballet'. To date there is little evidence of the impact or effectiveness of these 'broad spectrum' activities; they may help to set cycling in a more attractive cultural milieu, but do little to encourage new cyclists. Likewise mass rides tend to appeal to existing, albeit occasional, cyclists and do not represent the circumstances of ordinary everyday cycling.

Some towns (e.g. Darlington, Exeter) have used elite cycle races as a powerful "hook" to encourage schools to engage with Bikeability training, offering the chance to ride the race course and be photographed with the riders. This is very motivating but entails considerable additional effort and resource.

Summary

Through intensive effort, the six CDTs have achieved 'lift off' for cycling. This is the beginning of a longer process to create a European-style cycling culture, which will take sustained effort and investment over a decade or more. However, already there are lessons for other local authorities, who can adopt emerging best practice and make changes in their own local areas to get more people cycling.

Cycling England can offer ten 'top tips' for success:

1. Senior political and executive commitment to the programme is critical for success
2. Investment must be sustained over the long term
3. A skilled and motivated delivery team is critical
4. A successful programme needs the support and engagement of colleagues from teams across the local authority
5. A successful programme needs the support and engagement of local stakeholders
6. The programme needs to be 'joined up', integrating investment in both infrastructure and Smarter Choices
7. The programme has to be based on local context, priorities & opportunities
8. The programme needs to be focused on a defined target audience – taking a 'people first' approach and identifying the 'hubs' where these groups can be reached
9. Infrastructure has to serve the needs of these people and these hubs
10. People new to cycling have to be supported to use new infrastructure through maps, signage and route promotions.

2 Cycling Programme Delivery Good Practice

Through delivering programmes from 2005 to 2008, the Cycling Demonstration Towns (CDT) learnt about the importance of a variety of programme level design and implementation issues. To support other local authorities to develop cycling programmes, ten good practice principles have been identified. These 'top tips' for cycling programme delivery learnt by the towns can be grouped into two themes: *Foundations* and *Design Principles.*

Foundations

1. Senior political and executive commitment to the programme is critical for success
2. Investment must be sustained over the long term
3. A skilled and motivated delivery team is critical
4. A successful programme needs the support and engagement of colleagues from teams across the local authority
5. A successful programme needs the support and engagement of local stakeholders.

Design Principles

6. The programme needs to be 'joined up', integrating investment in both infrastructure and Smarter Choices
7. The programme has to be based on local context, priorities & opportunities
8. The programme needs to be focused on a defined target audience – taking a 'people first' approach and identifying the 'hubs' where these groups can be reached
9. Infrastructure has to serve the needs of these people and these hubs
10. People new to cycling have to be supported to use new infrastructure through maps, signage and route promotions.

Top tip 1

Senior political and executive commitment to the programme is critical for success.

The CDT programmes received varying levels of support from the Members and senior officers within each council. The towns with the strongest support benefited from sustained support throughout the life of their programmes. In part this was due to the continual involvement of their Portfolio Holders responsible for transport, and Members designated as 'Cycling Champions'. Another key attribute for success may be that cycling was well embedded into the sustainable transport aspirations within these towns' local transport policies. Additionally, key senior officers had a personal interest in cycling.

While the other towns also benefited from the support of their Members, wider political changes such as the election of new administrations or Members all had an impact on the continuity of political support for cycling. Similarly, changes in personnel in senior management positions also had an impact on continuity of support – in the best case scenarios leading to new post holders who were more interested in cycling and more proactive supporters of the CDT programme, or who were able to encourage the positive engagement of other council teams.

The level of engagement and support given by Portfolio Holders and senior managers will ultimately determine the success of any cycling programme, as they hold such crucial positions within the local authority. Therefore, managers of cycling programmes need to ensure they maximise their senior level support, both in their own organisation and other tiers of local government (e.g. town / parish council or county council). Relevant Members and officers need to be kept informed and engaged on an ongoing basis if they are to be empowered as vocal champions for cycling. Managers should also be prepared to engage and educate newly elected Members or new senior post holders, in order to minimise any negative impacts of such changes.

A plan for internal communications is needed at the programme's inception and might include regular steering group meetings, briefings, circulation of key documents and invitations to key events, as well as activities to empower Members and senior managers to give cycling a go personally, such as pool bike loans and cycle training sessions. Being clear how cycling links to key issues such as young people, health, environment or access to work can help engage the support of responsible Members or senior managers, even if cycling does not at first appear to be relevant to them.

Top tip 2

Investment must be sustained over the long term.

Investment in the CDTs was about £10 per head of population per annum. This was higher than in most British local authorities, and comparable with the annual investment in cycling in towns that have successfully increased cycling in mainland Europe, which over about 20 years of investment have achieved continued growth in urban cycling over a sustained period.

With investment at 'European levels' and co-ordinated activity on both infrastructure improvements and Smarter Choices measures, Cycling England hypothesised that year on year cycling growth would be achieved in the CDTs, provided that investment was maintained continuously and consistently. This was why, as soon as additional funding was made available, Cycling England provided a second tranche of funding to the towns to cover the period of 2008–2011, extending the funding period to six years in total, to move the towns more towards the extended period of investment seen in Europe.

Also, the funding timescale must be long enough to allow plenty of time for delivery of the cycling programme while allowing for delays caused by initial set up or by wider organisational influences which are outside the control of the cycling programme. For example, in some of the CDTs it took up to a year to recruit and build the skills of the delivery team, as well as to build the required internal and external stakeholder relationships, research and develop individual initiatives, develop a brand and marketing strategy, etc. In others, the programme was able to move forward relatively quickly but may have experienced temporary slowdown later on, due to issues such as staff turnover and vacancies reducing capacity, or changes in political or organisational structure affecting higher-level decision making.

In order to secure funding in the longer term, the CDTs have explored a number of avenues, such as:

- Building a significant financial commitment to a sustained cycling programme through their third Local Transport Plan
- Applying for external grants (e.g. Community Infrastructure Fund, European Regional Development Fund, CIVITAS, British Waterways, Sport England), either themselves or through stakeholder partners
- Responding to internal consultations on local policies and business plans so that cycling is embedded in long term delivery plans and therefore eligible for funding from their council's operational budgets
- Working with planning colleagues to develop local standards which ensure that cycling investment is leveraged from all suitable developments.

Also, CDT teams have built relationships with local stakeholders who can provide in-kind funding, such as advertising space from local media, and discounts or competition prizes from local businesses.

Clearly, local authorities developing a cycling programme must plan their programme and finances over a *sustained period* if they are to achieve significant and sustained benefits from the funding invested.

Top tip 3

A skilled and motivated delivery team is critical.

Due to the innovative nature of the CDT programmes, there are not yet many professional backgrounds directly related to implementing this type of cycling programme. Therefore team members have been recruited on the basis of skill sets such as project management, marketing and stakeholder engagement, which are as critical to these programmes as cycle network design skills and transport knowledge.

Most CDT team members have a personal interest in cycling, or at least in sustainable travel or environmental issues. The majority of CDTs believe that having a team made up of different types of cyclists (e.g. off-road / on-road, utility / leisure / competitive, occasional / regular, short / long distance) means they collectively have an understanding of the needs of all types of cyclist, as well as knowledge of the local cycle network. This personal interest means they are enthusiastic about the programme, which is important for generating and delivering innovative ideas, as well as for ensuring they are credible advocates of cycling, whom the public can relate to.

The size of the CDT delivery teams varied from 3 to 12.6 full time equivalents (FTE). This suggests that (considering vacancies) on average, cycling programmes of this size (i.e. for towns of 100k population) require the support of a team of at least 6.7 FTE staff. Table 2.1 shows the amount of staff resource used to deliver each different element of the average CDT programme – an important consideration when planning a new cycling programme and apportioning staff support.

While the CDTs employed dedicated team members, their delivery teams were also made up of existing employees within the local authority. The proportion of the budget required for salaries in a new cycling programme will vary depending on whether:

- All staff time needs to be accounted for – salary costs are on average 13% of spend on all measures
- Additional staff time only needs to be accounted for – salary costs are on average 7% of spend on measures.

It is important to remember that a whole host of staffing issues can hinder the timely delivery of a cycling programme, including recruitment delays, CRB checks, vacancies, job evaluation, internal reorganisation and redundancies. To maintain levels of delivery in such scenarios, local authorities could consider continuity measures such as acting-up, secondments, interns, graduate trainees, and consultancy support.

Table 2.1: Average Staff Time Invested by Measure

Programme Element	Average Staff Time Invested (Full Time Equivalent)
Programme Management	0.8
Infrastructure	1.8
Enabling Cycling	0.4
Schools	1.6
Workplaces & Universities	0.5
Awareness	1.0
Information	0.7

Top tip 4

A successful programme needs the support and engagement of colleagues from teams across the local authority.

It has been important for all the CDT teams to build effective working relationships with officers and teams from across their local authority, as successful delivery of their programme has relied on these. Examples of internal teams the CDTs have worked with are shown in Box 2.1.

Engineering colleagues have been especially important, but if cycling has not previously been a priority for them, it could initially be difficult to engage these teams in innovative design and delivery of infrastructure. In these instances, the CDT team considered how colleagues could be educated about cycling best practice, or motivated and enabled to be innovative. The support of senior level champions can be crucial in unlocking the support of other teams, as can internal steering groups which regularly bring together representatives of all the relevant teams.

Cycle programme managers need to consider the role of other council teams at the start of the programme, and build in suitable engagement with them in the internal communications plan. They also need to consider how organisational issues which might block programme delivery can be overcome. Showing officers or managers how cycling links to the policies or agendas they are responsible for delivering will gain their support, especially if this can be done through formal consultations on council policies or businesses plans.

Box 2.1: Examples of Internal Teams Supporting CDT Delivery

- Community Safety
- Countryside / Rights of Way
- Cultural Services
- Education
- Engineering
- Highways
- Leisure
- Parks
- Planning
- Road Safety
- School Sports Partnership
- Sports Development
- Strategic Planning / Growth
- Travel Planning

Top tip 5

A successful programme needs the support and engagement of local stakeholders.

Each CDT has worked with a variety of local partners in order to deliver their programme, as shown in the non-exhaustive list in Box 2.2.

An important stakeholder is the local cycling campaign group – although these groups may expect cycling programmes to focus on improving conditions for existing cyclists, rather than on supporting and encouraging people new to cycling. Ensuring your programme remains focused despite the agendas of other local groups is another reason it is important to have a clearly defined target audience and aims set out from the start.

Discussing your respective agendas and establishing commonalities with stakeholder groups at the start is time well spent, as is understanding the local cycling sector (including businesses and voluntary organisations). Working out the following early on can help with cost-effective programme delivery, as well as help to build the long term viability of your local cycling sector:

- How will stakeholders benefit from your programme?
- How is your programme building on what stakeholders have already accomplished?
- Which initiatives in your programme might stakeholders help you to deliver?

It is important to consider how external stakeholders will be kept informed and engaged throughout the programme. A programme steering group can be a useful forum for engaging stakeholders, although how this fits with other decision making forums (e.g. Project Board) will have to be carefully considered. Cycle forums and campaign groups can be positively engaged in the programme by being asked for feedback on planned initiatives and infrastructure schemes, as well as generating ideas for cycle parking locations, supporting cycle map developments and attending cycling events.

Box 2.2: Examples of External Local Partners Supporting CDT Programme Delivery[3]

- Access / disability forums
- Arts & culture groups
- Community Safety Partnership
- Cycle campaign
- Cycle clubs
- Cycle forum
- Cycle shops
- CTC - the UK's national cyclists' organisation
- Cycle trainers / cycle training companies
- Doctor Bike
- Local businesses (for in-kind support)
- Local Highway Authority
- Local Planning Authority
- Local strategic partnership
- Marketing and graphic design agencies
- Media
- Older persons forums and organisations
- Other local government agencies
- Police
- Primary care trust
- Regional government office
- Schools
- Sports teams / clubs
- Sustrans
- Transport consultants
- Workplaces
- Universities

[3] Each town has worked with more specific stakeholders on their individual measures or initiatives – this list represents their programme level relationships.

Top tip 6

The programme needs to be 'joined up', integrating investment in both infrastructure and Smarter Choices.

Although each CDT placed their emphasis on a different combination of measures, all of them implemented initiatives from across the whole range of infrastructure and Smarter Choices measures. Each CDT developed a set of tools, products and services which could overcome whatever barrier (or combination of barriers) their target audience initially had – whether these related to lack of routes, skills, confidence, equipment, information or awareness.

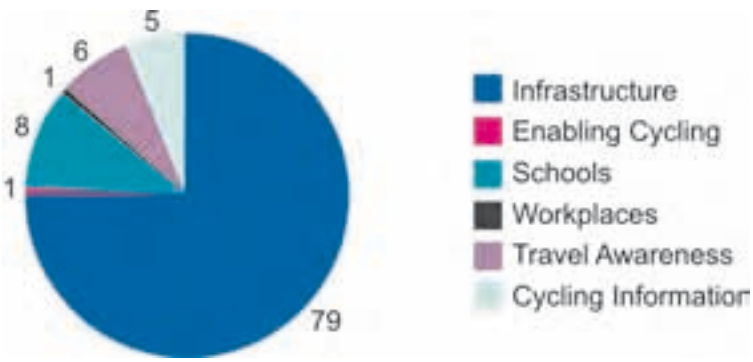
Some CDTs strongly favoured either Smarter Choices or infrastructure investment during 2005-08. For example, Aylesbury focused on generating demand for cycling through marketing, while Exeter invested most effort in developing its route network. However, from 2008-11, Aylesbury is investing more heavily in improving cycle infrastructure, and Exeter in awareness raising. Clearly both infrastructure and Smarter Choices measures are important features of each CDT programme – it is only the relative weight given to each of these two elements and the timetable for delivery which has differed in each town.

Different measures require different levels of financial investment, so the profile of a cycling programme budget will vary depending on the measures prioritised. Figure 2.1 shows the average proportion of the CDT budgets invested in six key areas. On average, nearly 80% of funds were invested in infrastructure, showing the importance the CDTs placed on improving the physical environment for cycling, but also the high capital costs of infrastructure investment. While Smarter Choices were an important part of each programme, it is clear these types of intervention are relatively low cost in comparison to infrastructure – on average utilising just 21% of the budget.

Clearly cycling programme managers will need to look at the local context and the needs of their target audience when determining the types of measures which will make up their programme. The timescales in which each measure will be delivered, and the funds and resources allocated, may then vary accordingly.

It is important to remember that the cost effectiveness of each measure may vary in relation to how many other measures it will work in synergy with. For example, developing leaflets and maps which can be distributed not just to the general public, but also through hubs such as workplaces and schools (where the programme is already actively delivering other measures), increases their value for money.

Figure 2.1: Average Proportion of Budget Spent by Measure



Note: Based on total expenditure on measures – excludes project management / salary costs. Schools and workplaces categories include some infrastructure measures (e.g. cycle parking and on-site improvements), but major route improvements linking to these are included under infrastructure. The average expenditure on the different measures can be found in Chapter 4. Each CDT's expenditure profile against the different measures can be found in Chapter 3.

Top tip 7

The programme has to be based on local context, priorities & opportunities.

The relative importance given to each measure by each CDT was due to differences in the cycle network or measures already in place in each town at the start of the programme. Also, each local authority's approach to increasing cycling varied according to specific local influences, issues and opportunities.

Social and cultural issues played a part in defining the programme approach in some towns, such as reorganisation and rebuilding of the local schooling system (Exeter), or a strong local cultural identity, such as a relatively young population (Brighton).

The **geography and topography** of some towns was a consideration for their programme, such as the flat, compactness of the urban area (Aylesbury and Darlington), split urban centres (Lancaster) or relative hilliness (Brighton and Exeter).

Most of the CDT programmes built on **existing expertise** and contacts in place through workplace and school travel planning activities. In particular, Derby wanted to build on its existing schools-focused cycling activities, while Aylesbury looked to replicate its positive experience of branding and marketing bus routes by marketing cycling routes.

Several towns were able to piggyback onto **wider transport schemes** or funding, such as Aylesbury (Bourg Walk and Transport Hub works) and Darlington (Sustainable Travel Demonstration Town status and town centre pedestrianisation).

Clearly any cycling programme needs to be locally relevant, operating within local opportunities and constraints. As an initial starting point for programme development, the local context needs to be researched, including:

- Local geography, the spread / location of key trip attractors, and the existing cycle network
- The geography of relevant socio-economic, demographic and health indicators
- Data on existing travel habits and local routes
- Cycling and sustainable travel work streams already in place
- Cycling's potential links with wider transport policy and programmes.

Top tip 8

The programme needs to be focused on a defined target audience – taking a 'people first' approach and identifying the 'hubs' where these groups can be reached.

In order to get best value from cycling budgets, authorities need to focus their resources on a specific target audience, asking themselves:

- **People:** Who are the people who can be persuaded to take up cycling?
- **Place:** Where do they live and where do they go?
- **Purpose:** Why do these people make these journeys?

By understanding the **people** the programme wants to influence – the 'maybe cyclists' – it is possible to understand their characteristics and potential motivations to take up cycling, and ensure that marketing messages and the channels used to engage the target audience are the most appropriate ones.

Once these people are identified, it is possible to identify the **places** where they live and the journeys they make, so the programme can target the right communities and build infrastructure which will facilitate making these journeys by cycle.

By questioning the **purpose** of these people's journeys, the programme can develop an understanding of key journey and destination types (e.g. leisure, workplaces) which may benefit from targeted initiatives.

A combined understanding of target audience in terms of *people, place* and *purpose* allows for a programme to be tailored to provide the specific infrastructure, training, equipment and information which the audience needs in order to take up cycling, and for cycling to be marketed to them using the most effective messages and communication channels.

This understanding also allows for the programme to identify any appropriate 'hubs' which it should work with in order to reach the target audience. In some CDTs particular focus was given to a few major local destinations where there was potential to increase cycling, such as the university, hospital, council offices or railway station. This allowed for tailoring initiatives, infrastructure and marketing activities to ensure these served the people travelling to these destinations most effectively.

Also, schools and workplaces have been almost universally targeted by the CDTs as 'hubs' where specific target audiences can be engaged and informed about cycling. Building on the pre-existing work done in schools by local authorities on school travel planning and cycle training, targeting potential young cyclists through schools has been particularly effective in the CDTs. The 8-14 age group has been a particular focus, to tie in with Bikeability training in Year 6, and embedding cycling as a travel choice for journeys to secondary school.

When working with hubs, the CDTs have found that it is most effective to concentrate effort on a limited number of locations, rather than working at a superficial level with many. This focus has led to higher levels of increase at these hubs, which are more likely to be sustained.

Top tip 9

Infrastructure has to serve the needs of these people and these hubs.

Having a clear understanding of the people and hubs a cycle programme is targeting provides a strategic focus for planning new infrastructure. New and improved routes should serve the communities being targeted, facilitate cycling to hubs and / or help to build a route network which cyclists can use for the types of journey the programme is encouraging. It is also essential to ensure that adequate, secure cycle parking is provided at destinations.

Cycle routes may include a mix of different types, such as:

- Attractive traffic-free sections (e.g. through parks)
- Slower speed roads (often with lighter traffic)
- Tracks alongside busy roads (sometimes shared with pedestrians)
- High quality on-road cycle lanes.

In order to appeal to their target audience of less experienced cyclists, several of the CDTs focused on providing mainly off-road routes. For example, Darlington invested heavily in segregated off-road cycle tracks, routing these through parks and local nature reserves where possible and using quieter roads to connect the off-road sections to continuous routes. In Exeter the cycle network has been expanded by developing shared off-road routes which link to key schools and workplaces. To ensure as pleasant a journey as possible for all users, extensive effort has been put in to developing a 'culture of tolerance' between pedestrians and cyclists using these routes.

Meanwhile, in Brighton and Hove, the introduction of 28 advance stop lines across the city improved conditions for people cycling on-road.

Whatever the type of route installed, all routes should aim to make the journey by cycle **convenient, direct, safe** and **attractive**, with design ensuring connectivity, continuity of routes, and permeability through the town centre. Routes should not have gaps or barriers. There should be clear provision on main roads and reasonable priority at junctions.

Top tip 10

People new to cycling have to be supported to use new infrastructure through maps, signage and route promotions.

As new cycle infrastructure should serve the needs of the target audience, that audience must also be given the necessary information to know that it exists, and be supported in starting to use it.

Cycling England has previously shown that a piece of cycling infrastructure costing £1m needs to convert only 109 people to become regular cyclists in order to pay back in terms of health, congestion and pollution benefits[4]. However, people cannot use new infrastructure if they do not know it exists, or understand where it goes.

To ensure best value from the investment, every individual infrastructure scheme needs to be complemented with Smarter Choices initiatives which target potential new users of the route. For example:

- Distribution of route specific maps to local households, workplaces, schools and other target audiences
- Promotion of cycling events (such as training and cycle maintenance courses or led rides) taking place on or along the route to local households, workplaces, schools, etc.

Users also need to feel confident when using the route. Clear signage and route branding will help to ensure first time users have a quick and easy journey, and are encouraged to use the route again.

Cycling programme managers should therefore always bear in mind that complementary Smarter Choices initiatives are integral to any cycling infrastructure scheme, in order to brand it, market it and support and encourage the local target audience to use it.

[4] An investment of £1m would require only 109 additional cyclists (cycling at least 3 times per week through the full life of the project – assumed for the purposes of calculation to be 30 years.) This does not mean that the same people must continue to cycle, but that on average, there should be 109 more cyclists each year than would be the case were the investment not made.

3 Cycling Demonstration Town Stories

Introduction

Each Cycling Demonstration Town (CDT) put in place a unique programme of measures to encourage and enable cycling, which was relevant to their locality.

In this chapter we tell the story of what each town did in Phase I (2005 – 2008) of its cycling programme, including some of the challenges and issues they faced along the way.

Inspirational Cyclist
Kim Greatrex, Aylesbury

Kim heard about Cycle Aylesbury and the town's new cycle routes on the local radio. Her awareness grew when Thomas Hickman School – which her children attend and where she acts as the Travel Plan Coordinator – was offered the chance to become a Bike It school.

Cycle Aylesbury and Sustrans provided the school with help and advice on cycle training and incentive schemes to encourage everyone to get on their bikes. Funding was also provided to the school for new cycle racks. In conjunction with Cycle Aylesbury the school also organised the very successful Bike Recycle community event which gave people the chance to recycle their old bikes.

The last time Kim cycled was over 20 years ago – back when she was a teenager full of confidence! But since Kim got involved with cycling through her job she has bought herself a bike and regularly uses it to cycle to work. The new cycle routes have boosted her confidence as she doesn't have to cycle on busy roads – something Kim has never liked and has been a big discouragement to her cycling in the past.

Kim and her children have also taken part in Bikeability training and have all passed Level 1. This has given Kim more confidence to go out with her children, as she now feels that they know what they need to do and so does she. Now they are all more confident riders, going cycling on the weekend has become an enjoyable family activity.

Personally Kim feels a lot fitter and healthier as a result of cycling – which has made her feel like a happier person too. She has also found that she is more alert when she arrives at work and no longer needs two cups of tea to get her going. Kim's main motivations for continuing to cycle are her health and the fact that she is helping to show her own children and other pupils that cycling to school is healthy for them too.

Figure 3.1: Aylesbury Programme Summary

Aylesbury

Aylesbury is the smallest (60,000 population) of the Cycling Demonstration Towns (CDT); however as a growth area, and being typical of many shire towns in England, it is a good location for working to build a cycling culture.

There was plenty of potential for increasing cycling locally, with only 2% of residents cycling to work – 1% lower than the national average[5]– and the town being flat and compact, with some cycle routes already in place. However there were also significant barriers to overcome too. Aylesbury has by far the highest level of two car households (47%) than any other CDT (27% average)[6]. Also, the ring road and railway line act as barriers to the town centre for cycling, while longer than average commute to work distances mean fewer residents live within a reasonable cycling distance (5km) for work[7].

Gemstone Cycleway Network

Initially Cycle Aylesbury adopted a different strategy from the other CDTs with a strong emphasis on marketing their existing cycle network – an approach which Buckinghamshire County Council (BCC) had previously used to successfully increase local bus patronage.

A series of highly visible, colour-coded routes using quiet roads and current infrastructure were developed, with minimum investment in new routes. Using this approach Aylesbury expanded its total route network from 14.1km (3 routes) to the 24.4km (8 routes) 'Gemstone Cycleway Network', having built only about 3km of new cycle routes. The focus was on four key destinations – schools, the railway station, work and the town centre. Cycle Aylesbury felt that marketing cycling to these destinations in the first instance would provide a 'quick win', with investment in large scale infrastructure improvements coming once it had increased demand for cycle routes.

Each route is branded with the name and colour of a gemstone (e.g. Emerald Way – green, Amber Way – yellow) and links communities, schools, hospitals, local centres and employment areas. All linking in to the town centre and railway station, these provide cycle routes to the programme's four target destinations and are complemented by 350 cycle parking spaces which have been installed at these destinations.

Signs and thermoplastic markings (to reduce street clutter and vandalism) clearly mark each route – featuring the route name, colour and Cycle Aylesbury logo. The routes are signed with times (rather than distance) to the destination – an idea subsequently replicated in other CDTs. See Case Study on **'Timed Signs'**, page 32.

The Gemstone Network was launched with extensive media coverage and advertising. This included a seven week radio competition run in partnership with a local jeweller, with a different gemstone given away each week to mark the opening of each route. The gemstone theme continues to provide a hook for marketing activity.

To raise awareness of the routes with the people most likely to use them, route specific maps were produced and distributed to houses, schools and workplaces adjacent to each relevant route. These have also been distributed through estate agents to new residents. See Case Study on '**Gemstone Route Maps**', page 33.

[5] Office of National Statistics, 2001 Census
[6] Office of National Statistics, 2001 Census
[7] Office of National Statistics, 2001 Census

Ensuring Route Continuity

A priority for Cycle Aylesbury has been ensuring that cyclists on the Gemstone Network benefit from continuous routes where they have priority at junctions. Thirty 'cycle crossovers', which use red surfacing and elephants feet to highlight to drivers and cyclists where cycle routes cross over roads, and three raised crossings (with red surfacing and give way markings on either side) have been trialled.

Again Cycle Aylesbury has closely tied in these route improvements to its marketing work. Installing all the cycle crossovers in one go meant high levels of awareness were instantly generated with local drivers, while media coverage and online instructional videos have helped ensure that all road users know how to use new route priority measures safely.

Raising Awareness of Cycling

The team's marketing activity is not limited to marketing new routes and infrastructure, but also to building awareness of the 'Cycle Aylesbury' brand, marketing services and events, promoting the benefits of cycling and raising awareness of cycling safety issues – all the time directing people to the website *www.cycleaylesbury.co.uk* to find out more.

This website receives up to 3,000 hits per month – providing a second-hand bike notice board, maps, event information, videos on using key parts of the cycle network, details of cycle shop discounts and even a mobile phone download of the Cycle Aylesbury jingle. Regular radio competitions are linked to the website, to ensure users are prompted to return regularly to the site.

Cycle Aylesbury has cultivated strong links with local radio station Mix 96, Bucks TV and local newspapers, ensuring they get regular coverage, and that high profile cycling competitions are run and their events are promoted. As well as the local media, Cycle Aylesbury has marketed cycling though a wide variety of outlets which reach its target audience, including: large pro-cycling PVC banners displayed outside council car parks, the annual Cycle Aylesbury magazine which is delivered to every local household, tie-ins with high profile events such as the Tour of Britain and Tour de Vale bike rides, and special promotions such as 'Pedal to Paddle' – where the local leisure centre offered free entry to swimmers arriving by bike.

Cycle Aylesbury's marketing agency has been critical in supplying specialist knowledge and skills to deliver this marketing activity, leaving Cycle Aylesbury team members to focus on delivering other elements of the programme.

Building a Cycle Training Sector

Cycle Aylesbury has built up a local pool of National Standard cycle trainers, by offering training and guidance to new freelance trainers in return for them signing up to annual training quotas. Some of these people have subsequently partnered up to form small local businesses. They primarily focus on Level 1 & 2 Bikeability training in schools but also provide Level 3 or 'bike buddying' on request to secondary schools and adults. Most are also cycle maintenance trained and so provide 'Doctor Bike' services too. As these trainers are responsible for their own income, they actively promote cycling and sell their own services – acting as independent champions for cycling locally.

Workplaces

As Cycle Aylesbury is trying to increase cycling to work, it works with 15 businesses to promote cycling – accessing 11,000 local employees through these workplace 'hubs'. These workplaces can take advantage of: a pool of 20 loan bikes available as trial pool bikes or for staff to use on a 'try before you buy' basis, information stands, Doctor Bike sessions and cycle parking grants.

Cycle Aylesbury also run an annual 'Business Bike Challenge' – an inter-workplace competition between teams participating in the Tour de Vale bike ride. This has proven to be a good way of finding people who are enthusiastic about cycling, whom Cycle Aylesbury then work with to promote cycling in their workplace.

Schools

As another of Cycle Aylesbury's aims is to increase cycling to school, it works with schools to reach out to pupils who could become new cyclists. The team engages with these 'hubs' through its 'Bike It' programme (run at 21 schools which is 84% of all schools) and BCC's wider school travel planning work.

To ensure pupils can cycle to school, Cycle Aylesbury has used a combination of Sustrans, school travel plan grant and CDT funding to install 109 new or improved parking spaces at seven Bike It schools – ensuring the right **facilities** are in place for cyclists.

Then to ensure that pupils have the **skills** they need to cycle, Cycle Aylesbury's cycle trainers deliver Bikeability training in schools. Level 1 and 2 training now takes place at 64% (16) of Aylesbury's primary schools – with 904 pupils having been trained since 2006. Cycle Aylesbury funds free training at schools with over 20% free school meals[8] and has a Cycle Training Fund, to which other schools can bid for match funding for training.

A key trial initiative was the 2008 Bike Recycle Day at Thomas Hickman School, which ensured that pupils have the **equipment** they needed to cycle by inviting people to swap bikes they had outgrown for one more suitable for their current needs (such as a bigger size or different type of bike). Donated bikes were checked by a Doctor Bike before being made available for someone else to take home. If people wanting a bike did not have one to donate, they paid a £5 donation.

Through Bike It and school travel planning, Aylesbury pupils get **motivated** to cycle through initiatives such as inter-school cycle challenges, poster design competitions and the county's 'Going for Gold' incentive scheme. For more information on '**Bike It**' see the Case Study on page 80.

[8] Essentially schools with a high proportion of children from low income families.

Support for Cycle Aylesbury

Member support for Cycle Aylesbury, which has been strong since the programme started, has been critical to its success. The Portfolio Holder for Transportation and 'Cycling Champion' are both very supportive, with their championing of Cycle Aylesbury to other Members meaning the programme receives widespread political support.

As sustainable transport is integral to the Local Transport Plan, senior management support within BCC has also been strong, helping to ensure the support of other council teams in the programme's delivery.

As the Local Highway Authority, BCC lead the project, but proactive engagement with the Greater Aylesbury Forum ensures that support is also gained from parish and town councillors. This has helped embed a formal process for Cycle Aylesbury to input to Aylesbury Vale District Council (AVDC) on planning applications which impact on cycling.

Working with stakeholders has also helped to reach agreement on local infrastructure standards. For example, BCC and AVDC now have a common policy on the use of shared space for cyclists and pedestrians in the town, while only two tactile pavings (rather than five) are used at crossings – as Cycle Aylesbury and local disability groups agree that this is better for both cyclists and visually impaired pedestrians.

This engagement of local partners has been central to Cycle Aylesbury's programme – building a very community-focused project. Other partners include Mercury, local media, local businesses, the local primary care trust and police – many of whom have provided support and in-kind contributions. Another key partner is the Aylesbury Cycling Campaign, whom Cycle Aylesbury meet with regularly. The Campaign gives feedback on new routes, suggests cycle parking locations and also helps out at Cycle Aylesbury events.

Case Study: Timed Signs

Signs on Aylesbury's Gemstone routes show the time to cycle to the destination, rather than the distance. The signs show an estimate in minutes of the journey time based on the national average cycling speed of 8 -10 miles per hour (mph). Cycle Aylesbury believes this is more informative for cyclists – as time is easier to conceptualise than distance for many people. Times also act as a positive advertisement for the convenience and ease of cycling to motorists who see the signs.

For clarity within Aylesbury, only the town centre / railway station (in-bound) and route end point (out-bound) are given on signs. Routes travelling into Aylesbury from surrounding villages give estimated cycling times to the edge of the town, as not all cyclists will be travelling to the town centre. This also avoids quoting overly long cycling times, which may be discouraging to less experienced cyclists.

Other CDTs have since replicated the timed sign concept. Brighton used average cycle times of 10 mph on the flat and 8 mph uphill along Regional Route 82. In Derby, times (10 mph average speed) indicate the distance between key destinations on the 'Route 66' branded orbital route. While in Darlington, times (8mph average speed) were included on signs when the town's colour-coded route network was marked.

Case Study: Gemstone Route Maps

Individual route maps have been developed for each of Aylesbury's Gemstone cycle routes and then distributed to households, workplaces and schools along each route. This has raised awareness with residents, staff and pupils of the local route which best serves them, while not overwhelming them with a more complex, town-wide cycle map.

The first seven route maps were pocket sized (folding down to one third of A5 size) and featured a profile of a local cyclist who used the route. At the launch of the new Jet Way route in early 2009 the maps were re-launched as a series of eight wallet-sized 'z-card' maps – to make them more durable and even more compact.

The maps are kept as simple as possible but do include:

- Details of where the route is on-road, off-road or on quieter roads, as well as crossing locations
- Concentric rings to highlight cycling times along the route in five minute increments
- Cycling tips, including information on parking, signs, training and different types of crossings.

Over 5,000 maps were distributed in the first three years of the project, including through estate agents who gave the relevant map to people moving near to a specific Gemstone route. This meant that new residents were introduced to the possibility of cycling from their new home at the earliest opportunity. Cycle Aylesbury find the maps especially useful for engaging the public at events, asking where people live or work and showing them their local Gemstone route map.

These individual route maps have not negated the demand for a town-wide cycle route map, which Cycle Aylesbury has produced in Phase II of the programme (2008-11) to help cyclists planning longer journeys.

Bourg Walk Bridge & Transport Hub

The Bourg Walk bridge, opened in early 2009, has been critical to the continuity of the Gemstone route network. This replaced a bridge which had stepped access and did not allow cycling, vastly improving cycle access across the train line which divides the town and connecting three of the Gemstone routes to the town centre. The Transport Hub works have been equally important – enhancing town centre access for several Gemstone routes through its provision for pedestrians and cyclists. However, the installation works for both of these may well have temporarily interrupted cycle flows on some Gemstone routes during late 2008 and early 2009.

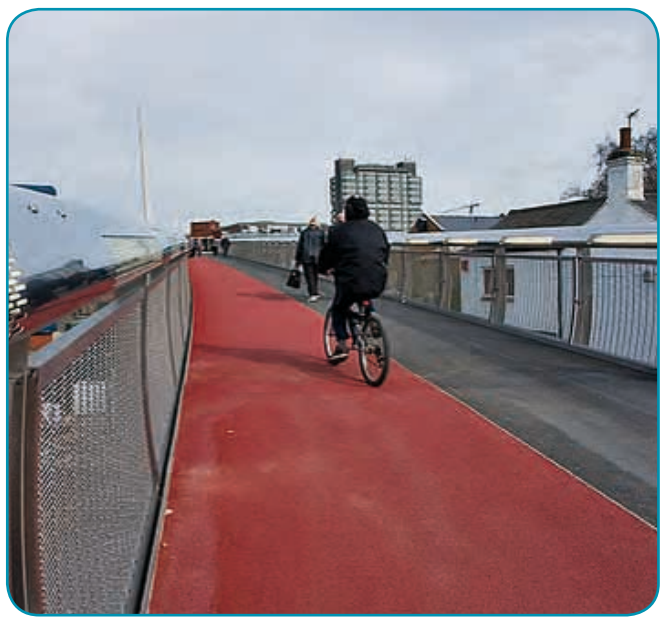
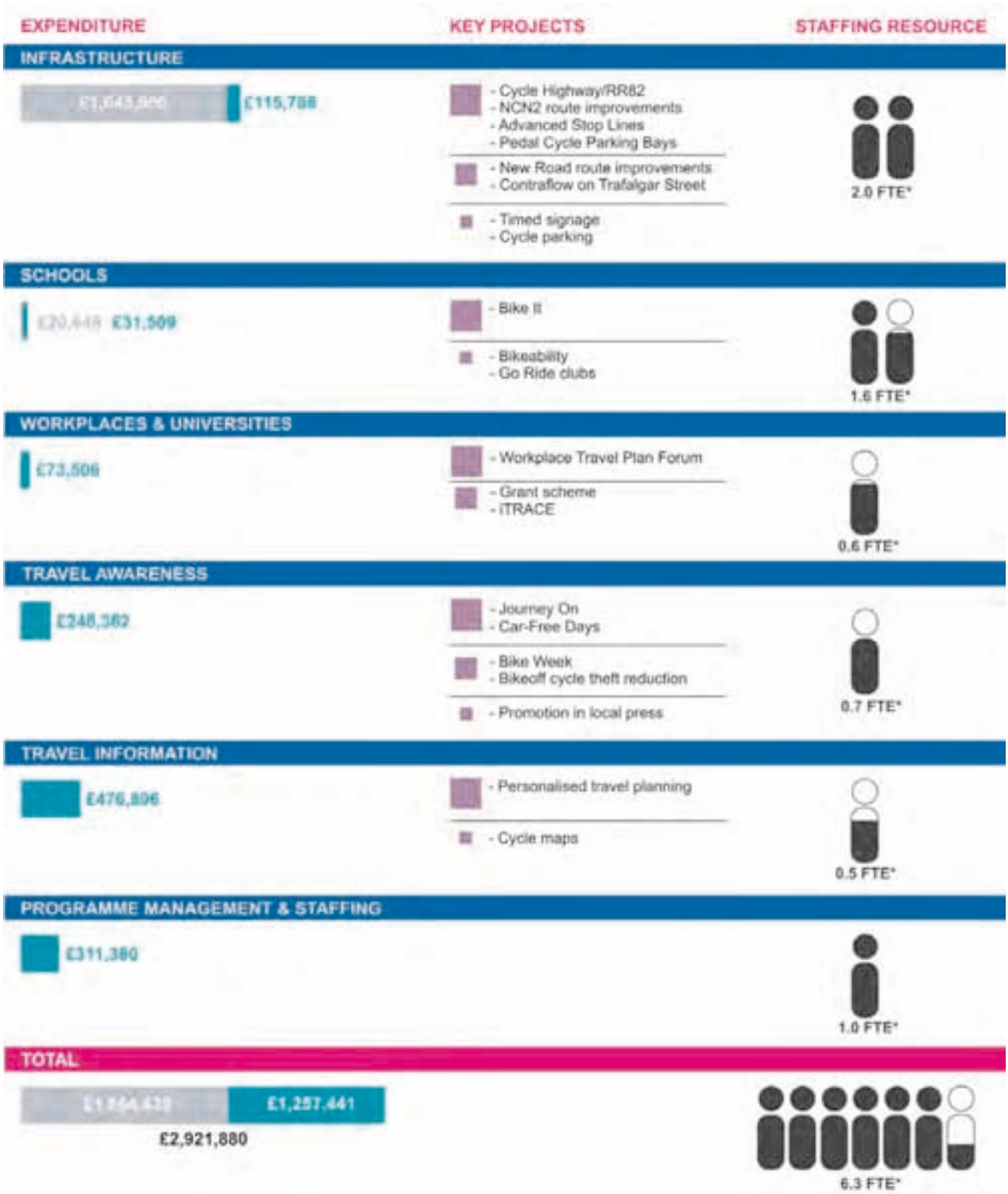


Figure 3.2: Brighton & Hove Programme Summary



Brighton & Hove

With a population of 243,000 Brighton & Hove (hereafter called Brighton) is the joint largest of the Cycling Demonstration Towns (CDT). Despite the city being hilly in parts, several characteristics showed its potential for cycling:

- Levels of cycling to work among local residents were already in line with the national average and 7% more than average walk to work – showing a propensity for active travel[9]
- More residents (49%) than average (40%) lived within 5km of their workplace[10].

Given the budget available (£500,000 p.a.)[11], Brighton's focus has been on the western side of the town towards Hove, from the sea-front in the south to the city boundary in the north – a relatively flat part of the city with a population of approximately 100,000. In particular infrastructure improvements were focused on the sea-front route, with proposals to create cycling highways to form a north/south and east/west commuting network to and across the town itself.

Personalised Travel Planning

The Brighton CDT team's plan was balanced between infrastructure and marketing/training investment – with a programme of personalised travel planning (PTP) targeting households across the west of the city being a key component of this, in order to reach local residents with the potential to start cycling. This initiative targeted neighbourhoods in sequence as their local cycle infrastructure was improved, and provided information and incentives to cycle, including adult training, cycling equipment and led rides. See Case Study on '**Personalised Travel Planning**', page 39.

Tailored Awareness Raising: Culture

Wider cycle promotion activities took place under the banner of 'Journey On' – the city's travel awareness brand – and focused mainly on events which raise awareness of cycling within the context of the wider arts and cultural life of the city. With a high proportion of 16-34 year olds living in Brighton, these cultural events linked to cycling have been an important part of the programme, in an effort to make it more fashionable and to appeal to its liberal, artistic community. As a result cycling has increasingly become part of local fashion, with the type of bike ridden being seen as a style statement.

Epitomising this cultural link is Brighton's annual Car Free Day spectacle, which attracts up to 3,000 participants each year. In 2006 the CDT team coordinated a Bike Ballet performance – generating huge press coverage and leading to the Bike Ballet company subsequently touring locations across the UK. In 2007 the team arranged street performances on bikes along the shared space of New Road, while in 2008 their 'Bike Alley' featured a 'cycling gardener' and other small businesses using cycles to conduct their business.

Other examples of how the CDT team builds links between local culture and cycling include 'Night Rider' – a night time cycle treasure hunt, held as part of the city's White Night festival – and its use of live music at bike breakfasts during Bike Weeks, which have attracted nearly 800 participants during 2008. To encourage further local cultural involvement, £250 grants have been given to support eight community-led Bike Week events. The CDT team credit the activities of local businesses, community groups and grass roots projects with significantly helping to increase awareness of cycling.

[9] Office of National Statistics, 2001 Census
[10] Office of National Statistics, 2001 Census. 2km - 5km being considered a distance which can easily be cycled.
[11] Amount from Cycling England only - £1 million including matched funding.

Tailored Awareness Raising: Issues

The team also tailored their marketing to address cycling issues specific to the local area. For example, as the city has a high level of cycle theft, they wanted to ensure that this did not increase as the number of cyclists in the city rose. So in 2008 they worked with the Bike Off team from Central St. Martin's College of Art and Design (*www.csm.arts.ac.uk*) to research 'designing out' the crime through better equipment and locking techniques.

The resulting Cycle Theft Reduction Outreach campaign provided the public with information on how to lock a bike most securely, with stickers put on public cycle parking stands across the city centre. A bicycle trailer stand was taken to local events and located near to the cycle parking, where it demonstrated four models of locks and gave cyclists a copy of the Bike Off leaflet with a 15% discount voucher for a new cycle lock of over £40 value, to encourage them to buy a better lock.

Improving the Cycle Network

To signal the emphasis on encouraging cycling in the city, the team installed advanced stop lines (ASLs) at 28 traffic light controlled junctions in the target area within 3 months. Such a widespread introduction in a short space of time, happening at the start of the programme, meant this combined improving cycle safety and priority with marketing cycling and raising awareness with drivers. See Case Study on '**Advance Stop Lines**'.

The city already had a good east/west sea-front route, National Cycle Network 2, which was widened and extended. A 1.5km north/south fully segregated Cycle Highway was built along Grand Avenue/The Drive in Hove, linking the sea-front to the Downs via Regional Route 82 (RR82). This involved reallocating a vehicle lane to create a dedicated cycle lane between the footway and parking which lines the carriageway. This cycle lane integrates with ASLs at junctions, allowing for the filtering of cyclists who need to turn right, and offers continuity between cycle lanes when crossing roads, ensuring the continuity of the route. Further along RR82, installing ramped access to two parks has meant that local green space now provides pleasant shortcuts for cyclists. Following Aylesbury's lead, the route was marked with signs giving times rather than distance.

Case Study: Advance Stop Lines

To improve cycle routes around the city, the CDT team installed advance stop lines (ASLs) at 28 traffic light controlled junctions in the CDT target area – prioritising cyclists ahead of other waiting traffic. Installing all of these at one time not only created economies of scale but also acted as a high profile promotion of cycling in the city. They also continue to act as a permanent reminder to all road users to be aware of cyclists.

ASLs were designed to suit the junction. For example, on North Road, where the junction is heavily used by buses, the ASL was shaped to ensure cyclists cannot position themselves in a bus's turning circle. At Queens Road / North Road junction the ASL was split, either positioning cyclists to continue straight on or to filter left.

It is now standard practice across Brighton for ASLs to be included in schemes with new or improved signalised junctions. The standard is red road surfacing with a 1.5m wide lead-in lane, or where this is not possible a gate access.

As Brighton had historically been used to providing cycling measures on a small budget, its approach to cycle infrastructure design has been completely rejuvenated by being a CDT – resulting in innovations like the Cycle Highway and blanket installation of ASLs. In all, across the CDT target area, 6.5km of routes were installed or improved. With the intention in 2009/2011 of linking RR82 to an east/west Cycle Highway across Hove to Brighton town centre, this will complete a network of priority cycling routes.

City Centre Permeability

A series of more focused infrastructure schemes in the city centre has also helped to enhance Brighton's cycle network by improving permeability for cyclists, as well as enhancing the local streetscape.

For example, New Road was previously a short, two-way road in the heart of the city centre shopping and theatre district which was overly wide and dominated by cars. As part of a scheme which match-funded the CDT grant, this was redesigned as a shared space for all road users. There is now no height difference between the footway and carriageway – these were demarcated using different types of surface materials instead. New Road remains two-way but there is now No Entry to vehicles from the southern end, although this restriction does not apply to cycles. The result is a city centre street which is dominated by pedestrians – who can now be found relaxing on the benches which line the street – and cyclists, who use the street for quick, safe passage through the city centre.

Trafalgar Street is a key connection to the railway station from the historic North Laine shopping area. Although just 100m, the route is very steep and passes under a rail bridge. It was previously one-way (leading away from the station) with a wide carriageway and narrow paths, leading cyclists to cycle illegally against traffic to access the station. To improve permeability and legal station access for cyclists, the CDT team widened the footways and on one side included a contra-flow cycle lane, segregated from the footway and carriageway by being at a different height and using different coloured pavings.

Pedal Cycle Parking Bays

The CDT team also significantly increased cycle parking with over 80 stands installed in public spaces each year. In line with its approach of targeting local householders directly, consultation with residents' groups led to reallocation of parking bays or road space in four controlled parking zones to 'Pedal Cycle Parking Bays'. This reallocation was based on the premise that cycling is allowed on the road but not on pavements, so parked cycles should not take up pavement space but road space. The Pedal Cycle Parking Bays are ranks of 5-8 stands (providing 10-16 cycle parking places) installed on the roadside, demarcated by islands at either end, featuring a bollard and a bespoke cycle parking sign. These were so well received that 15 more bays are due to be installed.

Targeting Schools: Bike It and Bikeability

In addition to targeting householders, the CDT team also sought to engage workplaces and schools in cycling initiatives, in order to reach audiences of employees and pupils through these 'hubs'.

The team promoted cycling in schools through Bike It, which worked with 17 Brighton schools (74% of those in the CDT area), reaching out to 6,700 pupils. To ensure schools were proactive, those in the CDT or Personalised Travel Planning target areas that already had a school travel plan and were pro-cycling were targeted. To ensure schools had the capacity to increase cycling, the CDT team funded 515 new cycle parking spaces at 16 of these schools.

Local Bike It innovations included virtual bike races between schools, and training the schools' BUGs (Bicycle User Groups) in cycle maintenance skills, so they could train others in the school. To give pupils more opportunity to build their cycling confidence, Bike It also worked with British Cycling to expand the number of Go Ride after-school cycling clubs (from two to seven with a total membership of about 150 pupils).

Bikeability was introduced in Brighton in 2008, replacing the previous in-house scheme run by the council's Road Safety team. All existing cycle trainers – who were casually employed and included Police Community Support Officers and freelance trainers from local cycle training companies – received Bikeability instructor training and mentoring. Bikeability has since been delivered in 89% of the 19 primary schools in the target area.

Targeting Workplaces: Travel Plans

Since early 2007 the CDT team has promoted cycling to work by helping 35 organisations implement travel plans, reaching over 24,000 employees. By working with 25 of the largest employers in the city, the team ensured they reached out to as large an audience as possible. The team supported workplaces to set up Bicycle User Groups (BUGs), which required the workplace to have an in-house cycling champion. Focused support was given to five key workplaces. Participating workplaces and universities attended regular Travel Plan Partnership meetings which brought travel plan coordinators together to learn about new ideas and share experiences. Workplaces were able to apply for match funding for new infrastructure such as cycle stands and drying cabinets, with a total pool of £27,000 on offer each year. Resources and events were offered to tie in with national promotions such as Bike Week. The impact of all this activity is now monitored through iTrace[12], which provides valuable data for the CDT team and the workplaces themselves.

[12]An online travel plan monitoring tool.

Case Study: Personalised Travel Planning

The Brighton CDT team ran a personalised travel planning (PTP) project each year from 2006, moving the target area around the city to engage with new communities each time, targeting areas with good or newly improved cycle routes where possible. They aimed to provide residents with bespoke travel information packs which encouraged them to try sustainable travel modes. By the end of 2008 PTP had been offered to 30,000 households.

The PTP approach used was developed in-house and was bespoke to Brighton. It engaged residents in a discussion about their travel habits and provided them with a pack of sustainable travel information – which may cover all modes, not just cycling. It was delivered each year between June and October, when the weather favoured active travel. Before the doorstep contact stage began, postcards were sent out, advising residents that this work was about to start. Two attempts were made to contact householders between 11am and 7pm, Monday to Friday. When contact was made, a doorstep conversation was held between the householder and travel advisor, discussing their travel habits and options for sustainable travel. The householder selected the information resources they wanted from the menu offered by the travel advisor. Within 10 days a bespoke pack containing their selected materials was delivered by post.

While PTP encouraged residents to walk and use public transport as well as cycle, the programme had very strong links to Brighton's cycling programme:

- Over 15,500 cycling resources were distributed, including more than 8,700 cycle maps (the most requested resource) and 4,300 reflective wristbands
- 75 households were selected for intensive cycling support – receiving discounted equipment and cycle training where needed
- 20 households were given cycle repair and accessory vouchers when conversations with participants identified that they would travel by bike if their bike was in good repair
- Interested householders were invited on cycle training days for families or weekly led rides
- Participants were encouraged to plan new cycle journeys using the journey planner on Brighton's Journey On website.

Figure 3.3: Darlington Programme Summary

Darlington

Darlington obtained DfT funding as a Sustainable Travel Demonstration Town just prior to its selection as a Cycling Demonstration Town (CDT). This dual investment allowed revenue funding for a programme of Smarter Choice measures, branded 'Local Motion' (designed to promote walking, public transport and also cycling) as well as capital funding for new and improved cycling infrastructure. These would both be targeted at benefiting the 90,000 residents in Darlington Borough Council's urban centre.

Despite its flat topography and compact urban area (it takes only 25 minutes to cycle all the way across Darlington), levels of cycling were well below the national average – about 1% of all trips. Therefore there seemed to be potential to increase cycling, especially for the journey to work, as more than half of all workers lived within 5km of their workplace but only 2% commuted by bike (compared to the 3% national average[13]). Also, with the area experiencing significantly higher than average levels of deprivation and lower life expectancies for both men and women, cycling could be a way to improve both accessibility and levels of physical activity[14].

Due to this broad potential, Local Motion's target audience was all new and returning cyclists. However, they particularly aimed to target women (as research showed that women accounted for only 15% of local cycle trips[15]) and families. To reach families the team would build on Darlington's existing school travel planning work, to help schools maximise their cycling potential.

Improving the Cycle Network for New Cyclists

The team invested their CDT funding in infrastructure, aiming to raise the standard of Darlington's cycle network and ensure that new cyclists would find it fit for purpose and easy to use. Seven radial cycling routes were installed – through quiet streets, green spaces and off-road where possible, to make cycle journeys more pleasurable (see Case Study on '**Local Nature Reserve Routes**', page 45, for more detail on how green space has been incorporated into the cycle network). The *quietest*, rather than shortest, routes to destinations were chosen to ensure they appealed to less experienced cyclists, who might be less likely to cycle if it meant cycling on-road. The routes were designed to run broadly in parallel to key road routes, ensuring people could access the same destinations that they are used to being able to access by car.

The result is 22km of additional cycle routes, which has doubled Darlington's network to 41km, as well as providing an additional 13 toucan crossings across the town. These improvements, along with a new circular leisure route around the edge of the town, meant that Darlington had a cycle network which could be marketed as suitable for inexperienced cyclists.

Radial routes were branded using colours. As in Aylesbury, signs included times rather than distance to show how quick and easy cycle journeys can be. Signs were installed on square posts, deterring vandals from turning signs to point the wrong way. All of these elements ensured that even inexperienced cyclists could confidently navigate their way around town.

[13] Office of National Statistics, 2001 Census
[14] Department of Health (2008) 'Health Profile 2008: Darlington'
[15] Darlington Borough Council data

All radial routes lead to, and cross, the town centre which was newly redesigned as a shared pedestrian/cyclist space as part of a wider public realm improvement project running in parallel to Local Motion. This project provided a prime opportunity to address the issue of cycling permeability in the heart of the town. After several trial periods and long negotiations addressing some residents' deeply held concerns about the safety of pedestrians and cyclists using the space together, the town centre is now fully accessible to cyclists and provides a seamless transfer between radial routes. To complement this, over 100 new cycle parking spaces were installed in the town centre, often saving on unnecessary street clutter by being strategically located to act also as barriers to unauthorised vehicular access.

Increasing Cycling Through School 'Hubs'

Intensive support was given to schools to get more pupils cycling to school, with the team building on Darlington's existing school travel planning programme by offering focused support to schools particularly interested in cycle promotion.

This support included installing 1,200 new parking spaces to ensure that the schools had the right facilities in place before promoting cycling. Some already need more, due to increased popularity of cycling to school, so Darlington now have an ongoing scheme to install 300 more parking spaces each year at schools.

Local Motion also worked with council colleagues to ensure Level 2 Bikeability cycle training was offered free to all schools, so pupils had the right skills to be able to cycle. This was taken up by 96% of primary schools and now almost 700 Year 5 and 6 pupils are trained annually, compared to just 400 Year 6 pupils before 2005. Since early 2005 three secondary schools also offered Level 3 Bikeability training to Year 7 pupils, with more schools expected to offer this in the future.

Enthusiasm for cycling to school was generated by Darlington's Bike It Officer, whose role was expanded from that of a part time officer working with three schools to one of a full time officer working with 21 schools (57% of all Darlington schools). One of the most successful local Bike It initiatives was the development of a four-week bike maintenance course offered as part of the school curriculum, which 100 pupils a year participated in.

'Medal Motion' was also key to raising the profile of cycling and encouraging more children to cycle to school. To replace 'Walk to School Week', Local Motion developed the 'Medal Motion' reward scheme which encouraged pupils to travel by any sustainable transport mode – including cycling. Participation increased with each campaign and culminated in 3,500 pupils taking part in October 2008.

Engaging Local Residents

Local Motion wanted to market cycling to school or work, and also to encourage *all* residents to cycle for any suitable journey from their home. So it was important for the programme to speak to local residents directly.

Funded as part of Local Motion's wider investment in Darlington's Sustainable Travel Demonstration Town initiatives, a personalised travel planning (PTP) programme targeted every local household, and the Local Motion Club attracted 10,000 households as members. While these initiatives were about promoting use of all sustainable travel modes, the team maximised their value by exploiting them as key outlets for cycle promotion. Through the PTP initiative over 12,000 cycle maps and resources were distributed and interested residents were referred to the bike loan and cycle training initiatives. Local Motion Club members received regular newsletters, and cycling events and other initiatives could be directly marketed through these to the one third of all households in Darlington who belonged to the Local Motion Club.

Enabling Residents to Cycle

Whether Darlington residents were encouraged to think about cycling through direct contact with their household, their school or workplace, or general marketing, Local Motion ensured that any barriers they had to cycling like lack of information, confidence, skills or equipment could be addressed.

Their cycle map provided **information** on the local cycle network, so new cyclists could plan their route. This was so popular that its annual print run had to be doubled to 20,000 copies.

The team also distributed self-guided ride information for four leisure routes, to encourage people to start building their **confidence** as a cyclist in a more relaxed environment. They also offered a variety of guided bike rides, which ranged from short family rides to off-road rides and women-only events.

To build up the **skills** of inexperienced cyclists, adult cycle training sessions were offered free, which about 30 people took up each year.

For those without the right **equipment** to be able to cycle, a bike loan scheme gave residents and workplaces the opportunity to borrow a bike for a month or more, to see how they got on with cycling before buying their own. More than 50 residents and six businesses took up the offer and many subsequently bought their own bike.

By providing these services centrally and marketing them through a variety of channels and hubs, the team ensured that awareness, and take up of them, was maximised. The creation of such synergies between different elements of the Local Motion programme was key to enhancing the programme's effectiveness and value for money.

Promoting Cycling Through Local Motion

All CDT programme marketing was done as part of the wider Local Motion campaign (see Case Study on '**Local Motion Brand**', page 45) and through this cycling was promoted alongside other sustainable modes. The campaign used a variety of channels (e.g. press and magazine articles, radio and outdoor advertising, branded freebies, events, etc.) to raise awareness of the Local Motion brand and sustainable travel messages. All activities and resources were offered as part of the Local Motion brand, which local residents knew and trusted.

Holding events to engage local residents, give them information and sign them up to the Local Motion Club was a key part of the campaign. The highest profile cycling event was Stage 6 of the Tour of

Britain cycle race, which started from Darlington in September 2008. While there were activities in the town centre for the many spectators to participate in once the race had set off, the team sought to maximise the impact of the event across its programme by involving school classes in supporting the race teams and generating as much free local and regional press coverage as possible.

Building Support & Productive Partnerships

The Darlington Cycle Campaign and Darlington Cycling Club worked with Local Motion through Cycle Forum meetings and on particular events. Along with Darlington Association on Disability they acted in a 'critical friend' role, in particular advising Local Motion on specific scheme designs. This enabled the team to deliver cycling infrastructure schemes benefiting both cyclists and other road users.

Both internal and external stakeholders were brought together each quarter at the 'Local Motion Reference Group', to discuss the Sustainable Travel and Cycling Demonstration Town programmes. Through this, the team were able to ensure stakeholders understood their programme and leverage their support. A key member of this was the Transport Portfolio Holder, who was an occasional cyclist and proactive in helping promote cycling to older people.

The Local Motion team also developed strong cycling links regionally with the four other Tees Valley local authorities, meeting with them to progress joint projects such as the Tees Valley-wide cycling website (*www.doitbycycle.com*) and annual Tees Valley cycle festival.

One reason that the CDT programme was able to become so well embedded internally, locally and regionally is that it did not just help deliver the local sustainable transport agenda, it also supported delivery of wider objectives such as improving accessibility and quality of life. New cycle routes helped make Darlington a better place to live by linking more local residents to the town centre, schools, employment areas and green space.

Case Study: Local Nature Reserve Routes

To ensure new cycle routes appealed to less experienced cyclists, Local Motion installed off-road routes where possible. This prioritisation of off-road routes allowed them to work with colleagues in the council's Countryside & Leisure team and Rights of Way Officers to make routes more pleasant by routing them through Local Nature Reserves (LNR) and green space wherever possible.

These LNR links served a dual role. They not only provided key sections of cycle route or joined up cycle routes, but also improved local residents' pedestrian and cycle access to green space – a key priority in the Darlington's Green Infrastructure Strategy. They were also a particularly important element of the town's circular leisure cycling route.

LNR route schemes sometimes had relatively long lead times, as ecology and biodiversity issues usually had to be addressed. However the team developed strong relationships with highway and Rights of Way colleagues, meeting regularly to progress schemes. These colleagues' pre-existing good relations with landowners were key to progressing some routes, and Local Motion was able to capitalise on these.

LNR links were created by either upgrading existing pedestrian routes to shared use or installing new shared routes. Depending on the local area, either hard or loose material surfaces were laid. Usually they were not lit (in order to reduce light pollution) but ducting was put in with all hard surfaced routes in case it is needed in the future.

Case Study: Local Motion Brand

Initially Darlington used the brand 'Town on the Move' to promote sustainable travel, but this was too passive and used by the local press to create negative headlines about the impact of local road works. So Darlington employed an external agency to develop a new brand for Sustainable Travel and Cycling Demonstration Town programmes.

The brand development process involved running focus groups with key stakeholders and using SWOT analysis to determine which ideas worked best. The key characteristics of the brand were to:

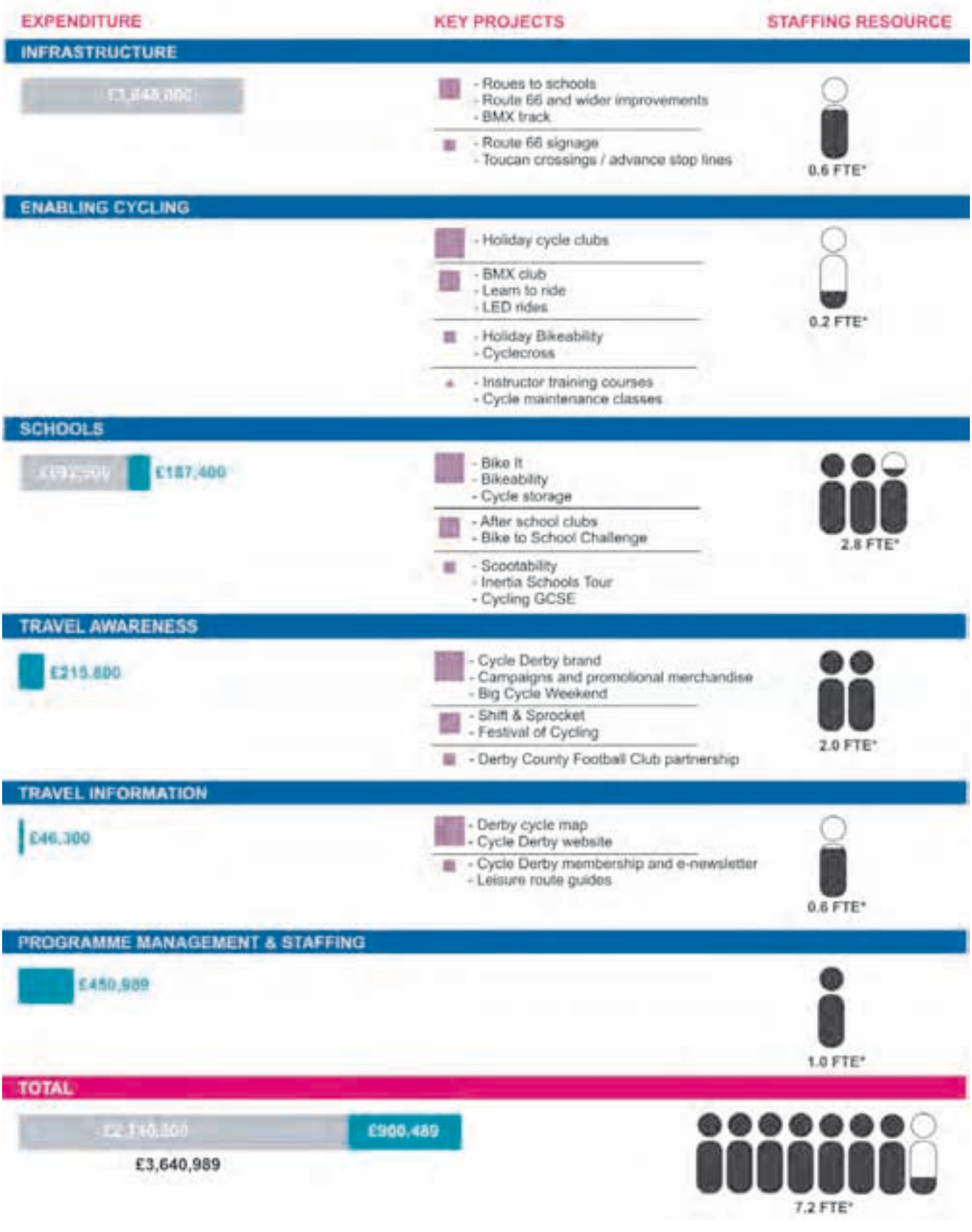
- Have local resonance
- Represent all modes
- Not be anti-car
- Include a call to action.

'Local Motion' (*www.dothelocalmotion.co.uk*) was chosen as the new brand name, with 'Darlington, join your town on the move' as the accompanying slogan. These included two references to make it locally relevant. The first was the town's name and the second, through word association, was to locomotives – a key aspect of Darlington's history. It also included a call to action by inviting the viewer to 'join' their town on the move.

Local Motion believe that their brand provided one holistic message about encouraging use of all sustainable modes – with the public developing a trust with the brand the more they saw it on all the information resources and services it was applied to. Surveys carried out locally with over 1,000 residents highlighted the success of the brand – with brand awareness at 69% in 2007 and 75% in 2008[16].

[16] Community Survey Top Line Findings, Darlington Borough Council, 2008

Figure 3.4: Derby Programme Summary



Derby

Derby is the joint largest (240,000 population) of the selected Cycling Demonstration Towns (CDT). Within the available budget (£500,000 p.a.), Derby focussed its programme exclusively on children and young people (c.100,000 in total).

Derby had been working with schools on travel plans and cycle training for some time, and had been building on this through 2004/5 with a part time Bike It Officer and the Derby Schools Community Cycling Club, which ran curriculum activities and after-school clubs. CDT status was seen as a way to bring all this work together and take it to the next level, making cycling a way of life for young people in Derby.

Cycling England funding was primarily used for Smarter Choices activities in all Derby schools, with additional cycling promotion and information and out-of-school activity. The core objective was to ensure that cycle training led to a sustained change in behaviour in cycling among young people. As such, Cycle Derby was the most tightly targeted CDT programme – with 5-11 year olds as the main focus and more work to be done with 11-16 year olds as the programme developed. The approach involved two stages: first, engaging children (and their families) in training in school; then developing cycling activities outside the school curriculum – such as extended hours' activities, after-school clubs and BMX cycling. This approach has helped to build young people's skills, confidence and interest in cycling.

Schools as the Cycling Hub

Initially prioritising schools with a travel plan but then expanding to all schools, Cycle Derby built up core skills and enthusiasm for cycling with children during school time.

At the heart of this activity was the cycle training which took place at all 54 primary schools teaching Key Stage 2[17], as well as the Bike It officer support received by 36 schools (40% of all schools). A high volume of Bikeability training – delivered in 60% of all Derby's schools – was delivered by cycle trainers retained by Cycle Derby as casual staff. Between mid 2006 and late 2008 3,500 Year 5 pupils completed Level 1 and 2,800 Year 5/6 pupils completed Level 2[18].

However, Cycle Derby's impact came from the complementary activities they offered schools – which were as far as possible built in to the school curriculum. These can broadly be grouped as initiatives which (i) build skills and confidence, (ii) generated interest and (iii) improved facilities.

Build Skills & Confidence: After 45 of the Level 2 training courses, to build confidence in using their new skills, Cycle Derby took trainees and their families on a celebratory, led cycle ride. When schools requested it, the team also ran cycle maintenance classes for trainees and/or their parents.

Younger pupils were introduced to basic control and manoeuvrability skills through '**Scootability**', Cycle Derby's one-off scooter training sessions for Nursery to Year 4 pupils (see Case Study on '**Scootability**', page 51). This was so successful it is now delivered by Derby's Road Safety team alongside pedestrian training.

For older pupils, Level 3 Bikeability training for Years 7 – 9 started in curriculum time at six secondary schools in 2009. All local secondary schools also started offering a Cycling GCSE in 2009/10 (25% of the content of the Physical Education GCSE), with a bespoke curriculum including Bikeability Level 3, mountain biking and BMXing.

Generate Interest: To generate a buzz about cycling, Cycle Derby ran activities such as *Cycle Activity Days* for Year 5/6 pupils and their parents, including cycle maintenance, Level 1 training and a led ride. They also held three *Bike to School Challenges*, generating competition between pupils as well as between schools. Ten schools were visited by the *Inertia Schools Tour* in 2007/8 – a half-day display of flatland, trial riding, BMX and unicycle riding. This was so successful an improved version with more interactive elements was run again in 2009.

[17] See Glossary.
[18] As an indication of how widespread take up of the training was, in any one year Derby has approximately 2,900 Year 5 pupils and 2,800 Year 6 pupils.

Improve Facilities: To ensure pupils could cycle to school, 1,930 cycle parking spaces were installed across 67 schools, while scooter storage was installed at nursery and infant schools.

Embedding Cycling Through Out-of-School Activities

Crucial to Cycle Derby's approach was the belief that to really get children enthusiastic about cycling, the activities they did in school needed to be linked to out-of-school activities. This would allow them to experience different types of cycling – building their confidence and improving their cycling skills. So Cycle Derby used their relationships with schools to get children signed up to activities such as:

After-School Clubs: Schools which ran cycle training were offered a free six-week after-school cycle club. These targeted Year 3-6 pupils, who attended weekly sessions which progressed from basic skills and cycle maintenance to games and more advanced skills training activities. Initially staff constraints meant only 12 clubs were run at any one time, but then local cycle trainers were offered coaching training so they could help to run clubs. Over 1,300 pupils at 44 schools had participated in after-school clubs by late 2008 and all secondary schools had permanent clubs from 2009.

Derby BMX Club & Cyclocross[19]**:** Families were given information on youth cycling activities taking place in the wider community. Cycle Derby supported the BMX track with twice weekly junior member coaching sessions (40+ participants) and monthly taster sessions, while monthly Cyclocross events for juniors were held in local parks (200+ participants). See Case Study on '**Derby BMX**', page 49.

Holiday Cycle Clubs: During nearly every school holiday, cycle clubs were run from 9.30am – 4.00pm over four consecutive days. Up to 30 children (350 in total) attended each course, paying £20 each. Each day involved a different cycling activity:

- **Day 1 – Off-Road Skills:** Bikeability Level 1, Go Ride activities and cycle maintenance training delivered at a local school or park
- **Day 2 – BMX:** A ride to the BMX track for training in the morning and races in the afternoon
- **Day 3 – Led Ride:** An on-road ride to a local place of interest (e.g. historic site) to enjoy the sights, have an ice cream and play a team game
- **Day 4 – Mountain Biking:** Also known as the 'Thirsty Thursday Mud Filled Extravaganza' as kids spent the day getting filthy and using all their energy mountain biking.

School holiday activities also featured training for all ages. About 100 people took part in *Learn to Ride* sessions – open-house public sessions covering Level 1 – 3 skills on a one-to-one basis. Bikeability Level 1 & 2 courses were also run for any children who had not had the chance to do it at school.

Building Infrastructure for the Target Audience

Cycling England funding was matched by Local Transport Plan capital funds. In the main this was invested in improving links to schools and Derby's facilities for leisure cycling, complementing the programme's activities around schools and enabling children and their families to cycle more outside school hours.

[19] See Glossary.

The BMX track was improved to competition standard, enabling it to host regional and national events, as well as become a focus for out-of-school activity. Three other cycle tracks were installed at Chaddesden, Ormansten and Mickleover parks, giving communities across the city free access to BMX facilities. This enabled Cycle Derby to build up young people's interest in BMX and provided the facilities needed for them to participate in this as an out-of-school activity.

Cycle links to schools were improved through several site-specific schemes, but more generally all schools benefited from development of 'Route 66' – a 25 mile orbital route which provides a city-wide leisure route while also linking to as many schools as possible. Following Aylesbury's lead, times rather than mileage were used on signs to mark the distance between key destinations and the 'Route 66' logo is featured to help cyclists with wayfinding. Signs were made smaller than standard as they used a smaller typeface, keeping street clutter to a minimum.

Cycle Derby invested in wider cycle network improvements for children and their families using it for the first time, but also to ensure that existing cyclists and the wider community benefited. In total, Derby built 6.5km of new route infrastructure, improving route continuity and permeability by filling in 'missing links' and linking to National Cycle Network routes, as well as installing 15 toucan crossings and three advance stop lines (ASLs).

Engaging Families & the Wider Community

Whilst the core of Cycle Derby's awareness raising work was focused on children, families and schools, they also engaged the wider community of existing and potential cyclists. All programme activity was done under the 'Cycle Derby' brand, epitomised by its mascots Shift and Sprocket.

Case Study: Derby BMX

Derby BMX club was established in the early 1980's, hosting the British Championships on a yearly basis, and running regular races and coaching sessions. However, the club ran its last race in 2000.

Cycle Derby, Sustrans and the Derby Schools Community Cycle Club started running regular BMX coaching events in 2005. With financial support from Cycling England, the BMX track at Alvaston Park was upgraded to a national standard facility.

When Lauren Smith (UK amateur No. 2) joined the Cycle Derby team, this increased the impetus and focus of the club. With weekly free sessions, club numbers rose from 12 to over 80 family members. The first national competition in 2009 welcomed over 470 riders and in excess of 5000 spectators over the two days. The venue is used during every half term and summer break as part of the Cycle Derby holiday scheme.

Pupils can now achieve 25% of their PE GCSE in BMX specific skills, and the qualification is recognised on the national curriculum. Pupils from secondary schools have been using their PE time to visit the track, receiving quality coaching before participating in an annual inter schools competition.

The facilities are now well established and the club thrives with the support of family members.

Cycle Derby's marketing programme was developed in partnership with their marketing agency. It used a variety of channels to reach children and families, including press releases and media stories, press and radio campaigns / competitions, newsletters, outdoor advertising (particularly on routes to school), and school posters and fliers. Many of these mediums also engaged the wider community, in particular promotions such as free tickets being offered to people who cycled to the cinema.

Marketing messages typically pointed people wanting more information to the Cycle Derby website, which had over half a million visitors in 3 years. This acted as a key outlet for informing the general public about Derby's cycling programme and events.

To encourage families to cycle as a leisure activity – further building the confidence of younger cyclists – Cycle Derby produced three leisure route guides. To enable users to select suitable routes, these were graded according to difficulty level, type (e.g. circular ride) and audience (e.g. family). 9,000 copies were given away and were so popular that five more route guides were subsequently produced.

Cycle Derby also arranged cycling events, again to engage children in cycling outside school hours but also to engage families and the public. They aimed to make their events as interactive as possible, getting people on bikes at every opportunity. After initially running 97 events as part of a 2007 'Festival of Cycling', the team decided to focus resources on fewer, more high profile events, such as the family-oriented 'Big Cycle Weekend'. In 2008 this was held in a city centre park and included rides, Doctor Bike, training, competitions, stalls and cycle displays.

Support for Cycle Derby

Derby's programme was from the start led by the Cycle Derby team members, who are extremely passionate about delivering the programme and engaging young people. However, it was only when senior management became fully engaged that Cycle Derby's internal profile rose from that of a niche programme for schools to one more integrated with the city's wider transport and regeneration agendas.

Cycle Derby's stakeholder partnerships provided it with consistent, ongoing support. Schools were obviously crucial partners, and the team built on pre-existing relationships developed by Bike It, road safety and school travel planning colleagues. A collaborative mix of internal (e.g. School Sports Partnership) and external (e.g. Sustrans, CTC - the UK's national cyclists' organisation, Derby BMX Club) partners supported the delivery of school and community activities. More recently Cycle Derby worked with Derby County Football Club on community and family engagement, building on their common aim of promoting family-friendly physical activity.

Derby Strategic Cycle Forum is the main local cycle group. While the Forum initially felt the Cycle Derby programme should cater more for existing cyclists, it quickly understood that to improve conditions for cyclists in the long term, they needed to help Cycle Derby target young people in the shorter term.

Having such a clear target audience enabled Cycle Derby to keep resources focused and ensure all stakeholders were working towards a common aim.

Case Study: Scootability

'Scootability' is a fun playground based scooter training session for Reception and Year 2 pupils run in partnership between the School Travel Plan team and Cycle Derby. Scootability encourages stability, confidence and control in riding by taking pupils through a series of activities ranging from safe stopping to manoeuvring round complex courses. Pupils are awarded a key ring and certificate each for completing the Scootability training.

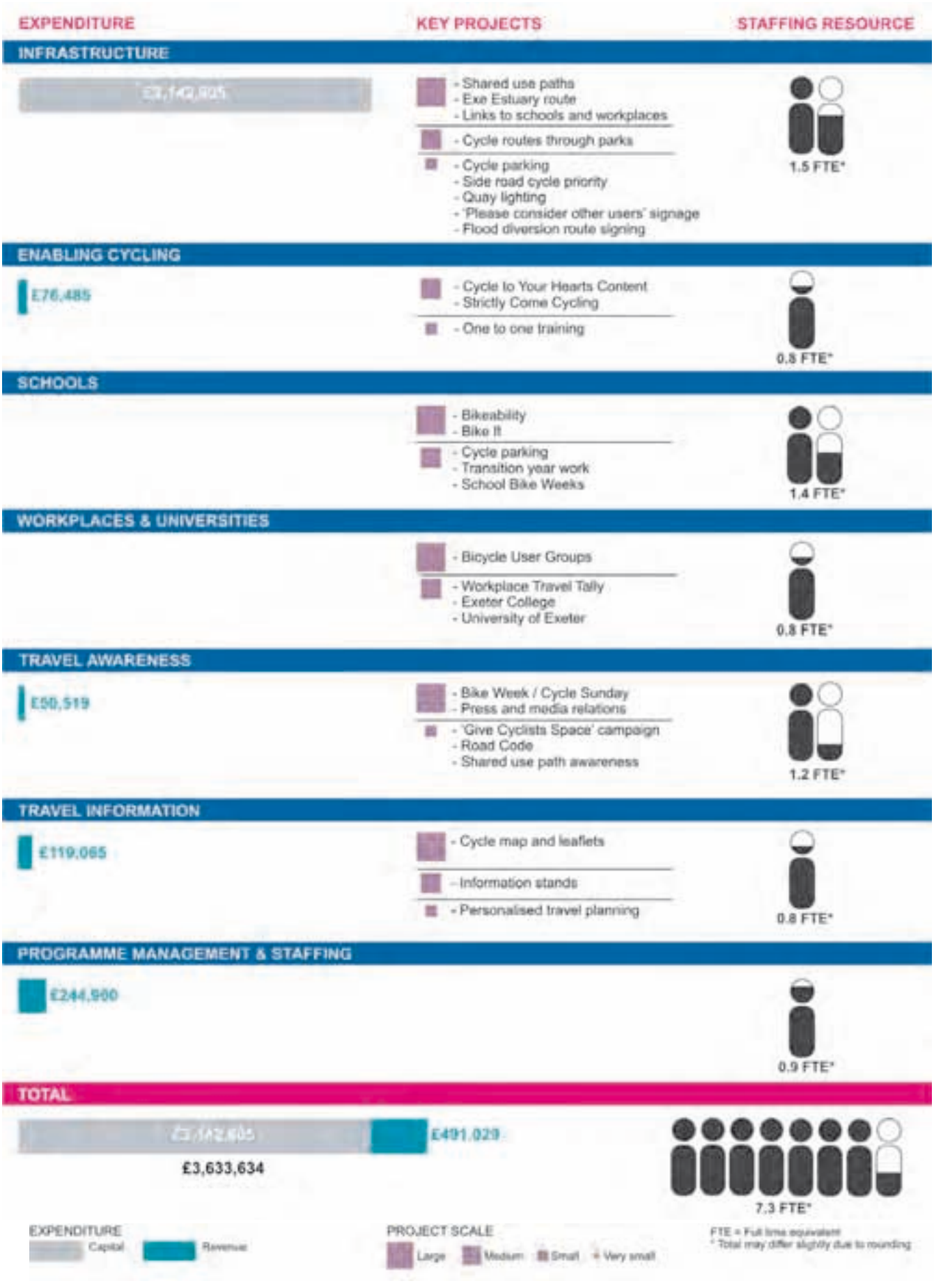
Scootability started in 2005 when School Travel Plan Co-ordinators started working with three infant schools where pupils were interested in cycle training. The three schools were situated close to junior schools and had witnessed the enthusiasm and support that Year 5/6 cycle training provided by Cycle Derby had generated. The infant schools were keen to offer some form of training, especially to give Year 2's a lead-in to the cycling culture that was being generated in the junior schools.

In 2008, Cycle Derby wanted to expand their programme to provide some form of cycling experience for the younger age groups, and were interested in the scooter training that the School Travel Plan team had been developing. As a result, a new partnership developed between the School Travel Plan Team and Cycle Derby which resulted in the scooter training being given a new name, branding and promotion.

Cycle Derby provides the funding to brand the training as 'Scootability', with supporting promotional material like trainer t-shirts, key rings and pupil certificates. Cycle Derby also funds a number of small scooter stores for the infant schools. The School Travel Plan Team leads the scooter sessions and organises the booking schedule.

When the new branded 'Scootability' was launched, it was promoted through the 'Active Routes' travel plan newsletter for all schools in the city. Within two weeks 9 schools had booked Scootability and 6 more were on the waiting list.

Figure 3.5: Exeter Programme Summary



Exeter

Both Devon County Council (DCC) and Exeter City Council (ECC) had a strategic commitment to cycling as part of their overall Local Transport Plan prior to the start of the Cycling Demonstration Town (CDT) project[20]. Already plans were in place for the 18 mile Exe Estuary route for both leisure and commuting; information from projected maps of the eventual town cycle network could guide initial infrastructure investment; and ready-made school travel plan contacts were in place – which all allowed for a rapid implementation from 2005 onwards.

Despite Exeter being quite hilly, several characteristics showed the city's potential for cycling:

- Many residents were already cycling to work (4% compared to 3% national average)[21]
- 27% more residents than average (67% compared to 40%) lived within 5km of work, a potential cycling distance[22]
- There was a precedent for active travel to school with 60% of children walking or cycling before 2005[23].

The programme targeted approximately 113,000 residents and nearly 70 schools within the Exeter project boundary. Cycling to school was the main focus of the programme, as five new secondary schools were being built as part of a reorganisation of the existing three tier schooling system. Through these and other schools, Cycle Exeter worked with both primary and secondary school pupils, as well as higher education centres, to instil a cycling ethos in young people that they would carry on in their adult life.

Workplaces were another 'hub' targeted by Cycle Exeter. The programme was focused on improving cycle infrastructure to schools and workplaces, with Smarter Choices activity targeted at users of these sites to encourage use of the improved routes and cycle parking.

A Strong Foundation

Senior management support and involvement at both County and City level by officers, Portfolio Holders and stakeholders lent powerful impetus to the implementation of the programme, as well as to a longer term vision for cycling in the region. For example, the Programme Board setting Cycle Exeter's strategic direction was attended by Portfolio Holders for Environment from both DCC and ECC. Both acted as local advocates of the programme, along with the local MP who was a keen cyclist himself.

Senior management support was potentially so strong because cycling was already integral to DCC's strategic approach to transport and as such was mainstreamed across the work of the directorate. Also, many senior managers had a long-standing professional or personal interest in cycling.

To reach their target audience, Cycle Exeter worked with workplaces, schools and higher education centres. Stakeholders from these highlighted the enthusiasm and commitment of the Cycle Exeter team as crucial to the programme's success. Many commented on how the team's support made it easy for them and their organisation to engage in the programme.

Having existing support internally, both politically and from senior/middle management, allowed Cycle Exeter to focus on building relationships with the external partners they needed to engage

[20] Devon County Council, as the local highway authority, led the project.
[21] Office of National Statistics, 2001 Census
[22] Office of National Statistics, 2001 Census
[23] DCC data

in order to reach their target audience. Having the time to offer these partners more focused support meant that the quality of engagement with them was very high. This probably led to these organisations being more proactive about cycle promotion than they might otherwise have been.

New Schools as Cycling Hubs

The shift from a junior/middle school structure to a primary/secondary system, with its attendant large building programme, gave significant momentum to Cycle Exeter's school cycling projects.

The five new secondary schools had on-site cycling facilities and cycle routes 'built in' from the outset. For routes to school, Cycle Exeter decided to address perceptions of cycle safety and enable the least capable cyclists to cycle to school. So they prioritised off-road, shared use routes, converting existing wide footpaths wherever possible. In addition, over 400 cycle parking spaces were provided across 37 schools, with Bike It and new secondary schools prioritised. These were installed in school colours at a location agreed with the pupils.

94% of all schools in the programme (68 schools) have run Bikeability training at some point. Levels 1-3 were offered free to schools, with a focus on curriculum time Level 2 training for pupils aged 10+. Extra courses were run on Saturdays and during school holidays for children at schools not offering Bikeability. As a result, between 2006 and 2008 1,793 pupils were trained in Level 1, 1,299 in Level 2 and 52 in Level 3[24].

Bike It engaged with 11 schools, providing a variety of promotional and engagement activities to generate a 'buzz' about cycling. All of the new secondary schools hosted at least one 'School Bike Week', an intensive week of activity across assembly, curriculum, lunch and after-school time, including cycling displays, training, route planning, prize draws, security marking and breakfasts. Getting schools to commit to curriculum time activities was seen as a sign of their commitment to cycle promotion, so Cycle Exeter encouraged this wherever possible. For example, in-class activities were a key part of the team's work with Year 6/7 pupils on the transition year to secondary school (see Case Study on '**Transition Year Cycle Promotion**', page 57).

Exeter's Bike It work also included 'Beauty and the Bike' – a scheme to encourage more teenage girls to cycle – which was subsequently taken up in other CDTs. Roundtables were held at three schools to discuss why girls did not cycle. Action was then taken to overcome these barriers, such as girls being given advice on hair styles and clothing for stylish cycling, or schools allowing access to changing facilities, hairdryers and hair straighteners before school.

Facilitating BUGs at Workplaces & Higher Education

Cycle Exeter's secondary focus was workplaces, where they facilitated the set up of BUGs – Bicycle User Groups. Twenty were set up, pushing forward cycling initiatives at their workplace and linking in to Cycle Exeter for support and resources. See Case Study on '**Bicycle User Groups**', page 57, for more information.

[24] As an indication of how widespread take up of the training was, in any one year Exeter has approximately 963 Year 5 pupils and 946 Year 6 pupils.

In particular, Cycle Exeter focused on engaging local higher education centres. To reach new students, Cycle Exeter distributed sustainable travel packs for every student in both Exeter College and the University of Exeter, reaching around 8,000 students each year, whilst also attending Freshers Fairs. Exeter College set up a BUG, installed new cycle stands, and began an enrichment programme[25] for students featuring different types of cycling, maintenance, training, etc. With a multi-million pound redevelopment of the University of Exeter planned, Cycle Exeter worked proactively with them on a University Cycling Strategy to ensure cycling will be built in to this.

Support & Information for the Public

Cycle Exeter not only focused on enabling school children and commuters to cycle, but also offered support to the general public to build their cycling skills and confidence, and provided relevant information.

Over 200 older, unfit or inexperienced cyclists benefited from 'Cycle to Your Hearts Content' group cycle training courses, which were run with Devon Primary Care Trust on the basis of GP referrals. One-to-one cycle training was given to another 45 adults, while 'Strictly Come Cycling' enabled inexperienced cyclists to build their confidence during leisurely led rides organised in partnership with the CTC - the UK's national cyclists' organisation.

The Exeter Cycle Map was picked up by 15,000 people each year, distributed along with cycle leaflets and flyers through about 70 local outlets, as well as through the ongoing personalised travel planning project DCC has run since late 2007. Cycle information was provided online too, through the council website.

A Practical Approach to Improving the Cycle Network

Cycle Exeter were able to begin implementing route improvement schemes quickly, benefiting the key schools and workplaces they worked with. By the end of 2008 they had improved or created approximately 20km of cycle routes, installed over 250 cycle parking spaces at 40 different locations, and improved cycle route lighting along the Quayside. This quick start was possible because DCC already had an aspirational map of the planned Exeter cycle network, which it was working towards providing before funding was secured from Cycling England.

Progressing infrastructure improvements was not only done through dedicated cycling schemes, such as the six miles of route installed along the Exe Estuary route (to support DCC's new £10m route from Exmouth to Dawlish Warren via Exeter) and upgrading the existing Exe Cycle Route. It was also achieved by ensuring highway maintenance engineers built in cycling to their schemes too. Through this approach, a dual carriageway with a 40mph limit was converted to a single carriageway road with a 30mph limit and shared use routes on either side, enabling access to St Luke's Science & Sport College.

Cycle Exeter also began to look at how they could give cyclists priority and continuity along the shared routes they were installing, by trialling a side road cycle priority scheme on Whipton Barton Road. This extended the shared use route straight across side road junctions using green surfacing and give way markings on the carriageway (to reduce street clutter). The trial was so successful that DCC now intend to install side road cycle priority measures on another 4km of shared use route.

These examples show DCC's pragmatic approach to facilitating cycling and the 'can do' attitude of officers and senior management within the transport section. The City Council were similarly pragmatic when they allowed DCC to buy permission (for £1) to cycle through the city's parks – so Cycle Exeter could promote these as safer, more pleasant links

[25] Optional activities provided outside the curriculum which allow students to develop new skills and interests.

along routes. Clearly having internal and external support means that a cycling programme can take practical and innovative steps towards enabling cycling, which might otherwise have been harder to gain approval for.

Raising Awareness of the Programme

Cycle Exeter decided that they would only do widespread marketing once Exeter had a comprehensive cycle network to promote. This element of their programme only began to be developed towards the end of 2008. This was based on the brand 'Freedom of Your City', highlighting the benefits of cycling, as well as asking local residents to pledge to cycle more.

Some issue-specific awareness raising campaigns were delivered by Cycle Exeter to improve cycle safety (e.g. 'Give Cyclists' Space' bumper stickers and bike light promotions). Awareness raising mainly focused on promotion of a 'culture of tolerance' between cyclists and pedestrians using shared routes, as some elderly residents were concerned about cyclists encroaching on their space. This campaign included distributing a Road Code leaflet written by local students, installing 'please consider other user' signs on key routes, and regular 'stop and chat' sessions on shared routes with Police Community Support Officers, speaking with cyclists about the Road Code and offering them a free bell.

Cycle Exeter used a variety of outlets to promote core messages; information stands, press releases, photo opportunities, branded freebies, radio advertising, and sponsorship of Andrei Burton, a local mountain bike trial champion. They also held a variety of events during each Bike Week, culminating in the annual 'Cycle Sunday' festival which had cycle displays, training, Doctor Bike, etc.

Even though Cycle Exeter focused on cycling to school and workplaces, they also engendered a more widespread awareness of cycling issues and opportunities, to ensure that Exeter moved towards being a more cycle-friendly city.

Case Study: Bicycle User Groups

Cycle Exeter supported the setting up of Bicycle User Groups (BUGs) at workplaces which were keen to promote cycling, irrespective of whether they already had a travel plan or not. Interested workplaces were given a leaflet on how to set up a BUG and encouraged to do this themselves.

These BUGs acted as autonomous groups which were responsible for their workplace's internal cycle promotion programme, rather than the workplace relying on Cycle Exeter to lead on initiatives. An example of how this relationship worked is that while Cycle Exeter might have supported a BUG by paying for Dr Bike to attend an event at their workplace, the BUG was responsible for arranging and running their own event.

Network: Cycle Exeter held BUG Network Meetings, so BUG representatives could hear about best practice and learn from each other. In the spirit of keeping the BUGs responsible for their own development, they were challenged to make a 'New Years Revolution' pledge, committing to doing four things that year to promote cycling (e.g. set up a salary sacrifice scheme for bike purchase, run a Bike Week). They were also asked to submit monthly bike shed count figures, to generate a spirit of competition between them and monitor their success.

Grants: Any Exeter workplace could apply for match funding for cycle stands, showers, lockers, etc. to enable cycling to work. Applications were accepted on a rolling basis throughout the year, with 20 granted by 2008. Once a grant was given, if they did not have one already, the workplace was strongly encouraged to set up a BUG.

Case Study: Transition Year Cycle Promotion

To maintain the enthusiasm for cycling that Level 2 training generated among Year 6 pupils, Cycle Exeter worked with schools to encourage those pupils to cycle to school when they moved on to secondary school.

Transition Year Workshops: In-class cycling workshops were run with Year 6 pupils at the end of the summer term, as they were preparing to move up to secondary school. These one-hour sessions focused on familiarising pupils with the cycle map by getting them to plan a cycle route from home to the secondary school they would be moving to. They were also told about the cycling parking and lockers at the school, as well as whether they could do Level 3 Bikeability training there.

These sessions aimed to overcome pupils' uncertainty about their new, unfamiliar route and dispel any misconceptions about cycling not being seen as 'cool' at their new school. As follow up activities, pupils were given an information pack to take home to their parents, and were encouraged to use their new cycle map to try out their new route to school over the summer holiday.

Inception Days: The Cycle Exeter team also liaised with secondary schools so they could participate in the open days and welcome days held for new Year 7 pupils and their parents in the summer and autumn terms. They had stands at these events with cycle maps and information, so they could talk to pupils and parents about cycle routes to the school as well as about the cycle parking and training on offer. Sometimes schools gave Cycle Exeter a short presentation slot as part of the welcome address, strongly indicating that cycling was an integral part of the school's culture.

Figure 3.6: Lancaster with Morecambe Programme Summary

Lancaster with Morecambe

Even prior to the start of the Cycling Demonstration Town (CDT) project, Lancaster City Council's cycling focus had been on investment in infrastructure. With Lancaster and Morecambe being only 5km apart and the Greenway off-road cycle route joining them, the geography was well suited to cycling. Furthermore the 2001 opening of the Millennium Bridge (a pedestrian and cycle crossing of the River Lune) created an attractive, uninterrupted route between the towns, as an alternative to an extremely congested traffic route.

Aside from the good existing cycle infrastructure, several other factors suggested that Lancaster had considerable potential for cycling growth:

- 75% of residents lived and work locally, and over half (53%) lived within 5km of their workplace[26]
- The local population were already pre-disposed to cycling, with more commuter journeys by bike than the national average (4% compared to 3%)[27]
- The presence of two universities in the local area created high levels of 16-24 years olds, who might be attracted to cycling as a low cost mode of travel.

Lancaster City Council (LCC) and Lancashire County Council's (LaCC) CDT programme targeted the 95,000 residents of Lancaster and Morecambe, as well as the village of Heysham (hereafter collectively referred to as Lancaster). Their 'Celebrating Cycling' programme aimed to get more utility cycling happening across the whole of the local area by further improving infrastructure, as well as informing and enabling people to use this, particularly for journeys to the universities and key workplaces.

Continuing to Improve the Cycle Network

Over the CDT programme's initial 3 year period, Celebrating Cycling's emphasis was on infrastructure investment. The team:

- Carried out high profile schemes to permit cycling on the Morecambe Promenade and upgrade the Lancaster Canal towpath routes
- Improved links to the Greenway and installed fingerpost directional signs to improve wayfinding
- Improved existing cycle route signage and accessibility
- Created cycle routes along 'missing links' to improve route continuity
- Treated accident hotspots to improve cyclist safety
- Improved cycle access to key workplaces, schools, universities, hospital and residential areas – in particular the Royal Lancaster Infirmary and Lancaster University.

Due to LCC having European Regional Development Fund (ERDF) funding and scheme designs already being in place, the team were able to start their infrastructure work very swiftly. One of their first schemes was to install ten signs at key road entry points into Lancaster.

[26] Office of National Statistics, 2001 Census
[27] Office of National Statistics, 2001 Census

These signs welcomed people with the programme's logo and the words '*celebrating cycling in our city, coast and countryside*'. They acted as a permanent advert for Lancaster's commitment to cycling.

Lancaster's flagship infrastructure project was re-opening the Morecambe Promenade for cycling after a near thirty year ban. To facilitate cycling, the Promenade route was lengthened, marked and signed with bespoke fingerpost signs featuring the Celebrating Cycling logo. As there was some opposition to lifting the ban, due to cyclists having to share the space with pedestrians, the standard shared use sign was complemented with the message '*please consider other users*' to encourage mutual respect.

The Promenade route was complemented by the resurfacing of nearly 7km of towpath along the Lancaster Canal, as well as other improvements which linked the canal with the Promenade. This created an almost entirely off-road, 17km circular leisure route. In total the Lancaster cycle network increased by 30kms to 79kms[28] through a combination of on-road, shared use and segregated cycle paths, with toucan crossings, contraflows and advance stop lines installed where necessary to provide continuity on and between routes.

The team ensured that when people reached their destination by bike, they would be able to securely park their bike, with additional Sheffield stands and cycle lockers installed across Lancaster. Key locations for increased cycle parking included the bus and rail stations, as well as up to 50 stands per year at shops, pubs and community centres. If there was a need for cycle parking, the team did not discriminate between public and private land, and landowners simply signed a licence agreement regarding ongoing maintenance.

Lancaster's multifaceted and adaptable approach to infrastructure development was helped by the fact that they matched their CDT funding with funds from the Local Transport Plan, developer contributions and other third party grants (e.g. ERDF and British Waterways). This allowed them to progress a variety of schemes and combine funding to invest in larger schemes. They also used their CDT funding to access additional external funding. For example, Celebrating Cycling invested £10,000 in initial design work for Saltayre cycle track improvements. These designs were used to gain £150,000 of Sport England funding to upgrade this to a top class cycle race and training facility for use by all age groups and abilities, including a dedicated cycle skills area.

Targeting Key Workplace Cycling Champions

After an initial poor response to a mailing asking 100 local businesses if they were interested in promoting cycling, Celebrating Cycling followed Cycling England's suggestion to target their support at five large public sector employers. The team found that, as these had good sustainable development policies, they were easier to engage. As they all also had large workforces, this enabled Celebrating Cycling to reach a total of over 6,500 staff, about 11% of the local workforce[29].

Celebrating Cycling recruited a 'cycling champion' at each workplace and supported them to promote cycling. The type of support offered depended on the needs of the workplace, but might have included: advice, cycle training, Dr Bike sessions, events and competitions, pool bikes, maps, information resources, new infrastructure and cycle parking. Cycling champions met up through 'Cycling Master Classes' to share

[28] This figure excludes signed routes using existing roads.
[29] Based on 2001 Census figures for the number of economically active persons resident in the local authority area.

their experiences and best practice, as well as receiving a regular commuter cycling newsletter. They could also apply for funding to develop their cycling initiatives (up to £10,000 per year).

Engaging Schools

The team also used a focused approach to target schools. They used Bike It to work with 23 schools (61% of all schools in the target area), making these 'hubs' outlets for cycling activity and for engaging with nearly 10,000 local pupils. These schools were invited to School Cycle Champion Training events annually, to maintain and reinvigorate the schools' commitment as well as to engage new champions.

Providing pupils with the skills and facilities they needed to cycle was a key focus of Celebrating Cycling's work with schools. Schools were offered free Bikeability training and new cycle parking. Bikeability was focused on Level 2 for Year 5-7 pupils and 61% of schools (i.e. all 23 Bike It schools) offered this, with 620 pupils trained by late 2008. New cycle parking was installed at 18 schools.

Engaging the Public Through Diversity

Celebrating Cycling complemented their work with workplaces and schools with a package of initiatives aimed at engaging the general public in cycling and using Lancaster's improved

Case Study: Community Grants Scheme

Lancaster offered local schools and organisations the opportunity to apply for a grant of between £200 and £1,500 for cycle projects they were running. Up to ten organisations could benefit from each funding round, which was offered once each year. Depending on the circumstances, Celebrating Cycling paid funds directly to the organisation or their supplier, following up at a later date to ensure the grant had been spent appropriately.

During the programme, 19 organisations benefited from grants, with groups usually using the funds for equipment and training. For example, one local school bought pool bikes for playground skills training; a Guide group arranged a led ride and cycle maintenance sessions, while Cog Set, a local Go Ride club, bought pool bikes.

The grant scheme led to 'Bobbies on Bikes' as local Police Community Support Officers received pool bikes and cycle training so they could patrol the local area on cycle rather than foot.

infrastructure. Most of these initiatives were relatively small in scale, but the diversity of initiatives offered ensured that the widest possible pool of 'maybe' cyclists was reached. A variety of audiences (e.g. women, families and those needing to be more active) and interests were catered for, with as many potential barriers to cycling as possible addressed.

The barrier of **lack of cycle skills** was addressed by offering group and one-to-one cycle training and maintenance sessions, which nearly 400 people participated in. In particular, families were offered introduction to cycling and cycle training sessions during school holidays. People who might be encourage to cycle due to health issues were also reached through 'Health on Wheels' (a 12 week introduction to cycling) and 'Healthy Wheels' (weekly drop in sessions), which were only open to people referred by their GP.

The barrier of **low cycling confidence** was addressed by offering a Bike Buddy service for new cyclists who needed support in planning and trialling the route they wanted to start using. Also, regular led guided rides were held, often focusing on a particular theme in order to appeal to a specific target audience (e.g. bird watchers, women). See Case Study on '**Led Rides**', page 63.

If **lack of information** was the key barrier, then Celebrating Cycling addressed this by distributing 60,000 copies of their local cycle map, as well as the leisure ride guide 'Cycling for All'. They also developed *www.celebratingcycling.org* (which reached 10,000 visits a month in July 2008) and sent over 70 e-bulletins to their direct marketing database of 500 people. Targeted mailings were also sent out to specific areas, notifying households and workplaces about local cycle route improvements.

Celebrating Cycling also distributed an annual events guide, so the public knew when, where and how to participate in the initiatives which interested them. This also included **cycling events** to engage people in cycling in a fun and inclusive environment, such as 'Party on the Promenade' which annually celebrated cycling being allowed on Morecambe sea-front. To integrate cycling into the local arts scene, annual Cycling Film Festivals were held and cycling exhibitions displayed at the local museum.

To **increase awareness of cycling** and its benefits, the team worked closely with the local media. They wrote regular columns and features, issued press releases, and ran competitions to generate free press coverage, as well as paid for advertising space in print and on radio. Celebrating Cycling also capitalised on free council advertising where possible. For example they included a cycling supplement in the quarterly 'Your District Matters' council magazine delivered to every local household, as well as having their logo and web address sign written on council vans.

Celebrating Cycling also offered **grants to local community groups** for running cycling projects, using them as small scale 'hubs' promoting cycling to their members. See Case Study on '**Community Grants Scheme**', page 61.

Case Study: Led Rides

Women on Wheels led rides took place in Lancaster on the first Sunday of every month between March and October, to encourage women to get out their bikes and build their confidence on local routes while also enjoying the social aspect of cycling in a group.

Other led rides often took a specific theme, to draw in people through the topic. For example, Birding by Bike was developed for budding ornithologists and Heritage Rides looked at local architecture and history.

Even a bit of rain did not dampen the spirits of Lancaster's led ride cyclists, with one Women on Wheels rider saying of her women-only ride:

"*Many thanks for such a great cycling trip on Sunday, I loved it. A great bunch of girls, a leisurely cycle, magnificent scenery and a good wash!!*"

Inspirational Cyclist

Natalie Woof, Lancaster

Natalie's last foray into cycling was when she was around 12 years old. Now a mother of three she relied on her car to get to work. As she never cycled her confidence on a bike was non-existent. A long list of other excuses were also at the forefront of her mind, creating more barriers to cycling.

Following unexpected gridlock near the town centre one day, Natalie abandoned her car and borrowed a bike to get to work. This was the turning point in her life as a cyclist – making her realise that cycling to work wasn't the 'marathon' she expected it to be. But she knew she needed support to continue cycling and that is how she came across Celebrating Cycling's website. They provided just the equipment, advice, support, maps and encouragement Natalie needed to keep cycling. Natalie went on to build her confidence on a bike at a cycle training course at the Salt Ayre circuit.

Since October 2008 Natalie has continued to increase the amount she cycles to work – from initially once or twice a fortnight to now cycling every working day. As a result her confidence and fitness are now sky high and she leads her children and husband on leisure rides.

Natalie feels she benefits in many ways from cycling – she feels healthier, more confident and has far more energy, but importantly she also knows how proud her husband and children are of her making this change. Health and cost savings are Natalie's two main motivations for cycling, although a completely unexpected benefit has been an improvement in her work performance, as she now does all her best thinking as she pedals to work each morning!

4 Common Elements of the Programmes

Introduction

Although each Cycling Demonstration Town (CDT) programme was designed to be unique to each town, many of the programmes did feature common elements, such as:

1. Infrastructure
2. Marketing and enabling cycling
3. Schools and Bikeability
4. Workplaces.

In this chapter we look at each of these common elements, highlighting the range of approaches taken, key considerations, and good practice developed during implementation.

1. Infrastructure

Most of the CDTs invested the majority of their programme budget in infrastructure improvements, on average spending 79% of their budget on this[30]. This high weighting is partly due to the high capital costs of building infrastructure compared with the much lower cost of the other interventions the towns undertook[31]. However it also reflects the importance the programmes placed on improving their local cycle network and facilities, in order to ensure that people trying out routes would find them coherent, direct, attractive, safe and comfortable – and therefore be encouraged to cycle more often.

Catering for New Cyclists

As each programme developed, the CDTs became increasingly focused on the specific needs of novice cyclists, rather than those of existing cyclists. It gradually became clear that cycling routes and facilities had to have specific advantages, compared with vehicle routes, if they were to persuade people to take up cycling. Typically a cycle route would have to use low traffic roads for much of its way, together with short cuts, contra-flow lanes, attractive routes through parks and other traffic-free areas, reasonable priority at junctions, and convenient parking at destinations. If a route did not give **advantage**, either by time or attractiveness or by a feel good factor, then people new to cycling might be discouraged from using it again.

Looking at the towns' infrastructure programmes collectively, it is possible to draw out eight principles which they followed in order to make cycling an appealing travel choice.

1. Links to key destinations

Depending on the target audience of their cycling programmes, and the key 'hubs' (e.g. schools, workplaces, hospitals) they wanted to increase cycling to, the towns targeted improvement schemes on routes to relevant destinations. For example, in Exeter many of their route improvement schemes focused on routes to schools and key workplaces. Similarly, with Derby's programme being tightly focused on children and schools, their route improvements were mainly aimed at improving routes to schools. In Lancaster they improved access to the Greenway, which links Lancaster and Morecambe's town centres, for adjoining residential communities. The team also upgraded cycle routes to the hospital and Lancaster University.

Both Aylesbury and Darlington, who developed a network of branded routes which traversed their towns, looked strategically at key trip attractors in the town when planning these networks. Both towns initially focused on radial routes which linked to the town centre, connecting to key residential areas, schools, workplaces, hospitals and local centres on these routes. Clearly the town centre is a key destination in any town, but in the case of these networks it also served as the main interchange point between cycle routes. In Darlington this interchange was made particularly advantageous for people cycling when the newly pedestrianised town centre was made a shared space for both cyclists and pedestrians.

2. Giving cyclists priority & creating advantage

Many people may be encouraged to start cycling if they believe that cycling will be a quicker, more convenient means of getting to their destination than other modes. Therefore, the towns introduced a variety of infrastructure schemes which would physically create the 'advantage' of a shorter, quicker route to a destination. These often also acted as on-highway 'advertising' for cycling, improving perceptions of convenience and safety at the same time.

[30] Programme budget refers to Cycling England funding plus match funding. Derby spent only 51% of its programme budget on infrastructure, and Brighton only 60%. The remainder of the towns spent between 73% and 86% of their budget on infrastructure.

[31] This is well illustrated by Cycle Aylesbury, whose programme was predominantly focused on Smarter Choices measures but who still spent 73% of their budget on infrastructure improvements, despite their infrastructure programme being relatively small scale compared to some of the other towns.

In Brighton this was achieved through the blanket introduction of advance stop lines at all traffic light controlled junctions in the target area (see Case Study on '**Advance Stop Lines**', page 36, for more information). They also introduced relatively small scale but high impact contra-flow schemes which gave people cycling 'short cuts' to the sea front and railway station.

Other examples from the towns include the toucan crossings installed across Exeter's network (single phase on dual carriageways where possible[32]), and the contra-flow cycle lanes installed on Brooke Street and Phoenix Street in Lancaster town centre. Several other schemes discussed in this section also helped to improve cycle priority and advantage, such as route continuity measures which provide a priority for cycle routes over side roads in Exeter and Aylesbury, and the off-road green space route links in Exeter, Darlington and Brighton.

3. Making navigation easy

As people new to cycling would be unfamiliar with their local cycle route networks, and needed to feel confident when using them, and reassured that they were indeed travelling in the right direction, all the towns improved cycle route signage. Aylesbury's scheme was the most high impact, branding their entire 'Gemstone' route network and using times rather than distances to destinations (see Case Study on '**Gemstone Route Branding**', page 33, for more information). Timed signs were subsequently also successfully introduced in Brighton, Darlington and Derby[33].

Signage was also improved in Darlington by branding its route network, attributing a colour to each of its seven radial routes. Lancaster installed fingerpost directional signage to key destinations both on and off the designated cycle routes.

However, improved signage was not always about navigation, but sometimes about ensuring any increase in cyclists did not negatively impact on pedestrians. For example, to encourage a culture of tolerance between people walking and cycling, both Exeter and Lancaster installed 'please consider other user' signs alongside standard shared use signs on some off-road routes.

4. Ensuring route continuity

It is essential to ensure that cycle routes between key points are continuous. Therefore some towns, such as Lancaster, invested in filling in 'missing links' on their cycle network, assessing their existing routes and ensuring that key connections along and between routes were improved. Aylesbury and Exeter in particular improved route continuity at side road junctions on off-road routes running alongside the highway. See Case Study on '**Side Road Cycle Priority**', (page 68) and the Aylesbury Section in Chapter 3 (page 30) for more information on their approaches to this.

5. Improving safety

As negative perceptions of safety can be a key barrier to many people who may otherwise consider cycling, several towns sought to improve the safety of the local cycle network by creating routes away from traffic, using off-road paths or low traffic roads wherever possible. Exeter favoured installation of shared use, off-road routes along existing footpaths, in particular using these to improve pupil and parent perceptions of safety on routes to schools. Darlington's new radial routes were all designed to run broadly in parallel to key road routes, but to appeal to less experienced cyclists these used quieter roads, green spaces and off-road sections wherever possible, providing low traffic alternative cycle routes to key destinations. Similarly, Aylesbury's

[32] Where both sets of signals at a crossing with a central island operate simultaneously, allowing pedestrians and cyclists to cross the road in one phase, rather than having to wait in the middle.
[33] Aylesbury calculated time to destination on the basis of an average speed of 8-10 mph. Brighton used a 10 mph with 8 mph uphill average, Darlington an 8 mph average and Derby a 10 mph average.

Gemstone Network was designed to use off-road sections and quiet roads wherever possible.

6. Making routes attractive

In parallel to improving safety by giving inexperienced cyclists routes away from the main road network wherever possible, several towns also sought to make cycle routes more attractive and pleasant to use by routing off-road sections through green space. Brighton provided ramped access to two parks along Regional Route 82 to create shortcuts for people cycling, while Exeter secured blanket authorisation for cycling in all city parks. Darlington built off-road routes through parks and Local Nature Reserves wherever possible, catering for both inexperienced and leisure cyclists (see Case Study on '**Local Nature Reserve Routes**', in Chapter 3 (page 45) for more information). In Lancaster, the route improvements along the Lancaster Canal provided a more scenic, off-road environment for people cycling.

7. Building high profile routes

Several of the CDTs developed high profile 'feature' routes as part of their infrastructure programme. These not only provided key routes for utility and leisure cyclists, but also helped raise the profile of cycling locally and encouraged novice cyclists to 'give it a go' by exploring the new routes.

In Brighton, the National Cycle Network 2 route along the sea-front was improved, and the Regional Route 82 Cycle Highway connected to this. Cycle Exeter contributed to the Exeter section of the County Council's Exe Estuary route between Exmouth and Dawlish Warren. In Lancaster, it was the opening up of Morecambe Promenade for cycling which provided this profile (see Case Study on '**Morecambe Promenade**', page 71, for more information). Lancaster and Aylesbury also respectively benefited from the

Case Study: Side Road Cycle Priority, Exeter

One problem with many off-road routes is that cyclists have to stop and start to cross side road junctions. To combat this, Cycle Exeter trialled an 800m side road cycle priority route on Whipton Barton Road, a single carriageway road through a residential area near St Luke's Science & Sports College.

It was designed based on guidance in 'London Cycle Design Standards'[34] and was approved by a local safety auditor. It gave cyclists and pedestrians priority to cross straight across the route's side roads. This priority was denoted by green surfacing and vehicle give way lines, which were marked several metres back from the junction (to ensure pedestrians and cyclists could directly cross the side road without diverting to dropped kerbs set back from the junction). To reduce street clutter, cyclist and pedestrian symbols were marked on the carriageway. This trial was in place for more than two years with no recorded complaints or accidents, so Devon County Council are likely to apply this approach in the future to other routes.

[34] London Cycle Design Standards, Transport for London, 2005

opening of the iconic Millennium and Bourg Walk pedestrian and cycle bridges, which were installed as part of wider transport programmes. These gave people direct cycle routes over a river or railway line into the town centres.

8. Providing cycle parking at destinations

To ensure that people could park their bikes safely and conveniently once they reached their destination, most of the CDTs invested in increasing the amount of cycle parking in their town each year. Locations were usually identified through requests from the public and cycle forums, and typically included shopping centres, post offices, churches, community centres, etc. The towns also increased cycle parking at key workplace and education sites through their workplace and school cycle promotion initiatives.

Cycle parking was generally provided using Sheffield stands installed in off-road locations on public land. However, Brighton very successfully installed some on-road cycle parking using former car parking bays in residential locations (see page 37 for more information). Both Exeter and Lancaster installed stands on private land. Exeter did this where the landowner gave Cycle Exeter in-kind support (e.g. a commitment to display cycling information), while Lancaster did this on the understanding that the landowner signed a licensing agreement covering future maintenance responsibilities.

Good Practice Recommendations

Outlined below are a number of good practice recommendations from the CDTs, for any local authorities developing a cycling programme.

Developing a cycle network that encourages people to start cycling

1. Research your cycling programme's target audience before you begin designing your cycle network. Only when you understand where your target audiences live, where they travel to, and why they make these journeys, can you then plan routes which cater to their needs. Once you have identified these routes, develop an aspirational route map of how your completed local network will ideally look. Then you can develop an implementation programme based on delivering this over time.
2. Be focused on the needs of new and inexperienced cyclists, as their needs can be different from those of existing cyclists. When designing a cycle network which will appeal to new cyclists, you need to ensure that:
   - **It links to the town centre and key destinations**
     e.g. schools, workplaces, hospitals, local centres
   - **It gives cyclists priority and creates advantage**
     e.g. shortcuts, toucan crossings, advance stop lines
   - **Navigation is made easy**
     e.g. coherent signage, route branding
   - **Routes are continuous**
     e.g. missing links are completed, side road priority
   - **Cycling safety is improved**
     e.g. off-road and low traffic routes, advance stop lines
   - **Routes are attractive**
     e.g. via green space and scenic areas
   - **Cycle parking is provided at key destinations**
     e.g. city centre, schools, workplaces, hospitals, local centres
   - **High profile 'feature' routes are included if possible**
     i.e. to help generate a 'feel good factor' and local interest for cycling.
3. You may be able to start developing appealing cycle routes without requiring significant capital investment. Consider if designated cycle routes could be created by branding existing cycleways and quiet roads. Work

with your highway and planning colleagues to maximise gains for cycling from maintenance schemes and new developments, sharing your aspirational cycle network map with them so they can identify appropriate opportunities.

4. If your cycle network would benefit from widespread introduction of a specific measure (e.g. advance stop lines, toucan crossings, side road priority), implementing these en masse acts as a very visible advert for cycling, both to those considering taking up cycling, and to raise awareness of cyclists with drivers. Consider how else you can use your infrastructure to positively advertise cycling, for example, by putting your branding on cycle route signs or cycle stands, or using times on signs to show drivers when it is quicker to cycle.

5. It is critical to decide which initiatives will be used to support the launch of infrastructure schemes, to raise awareness of the new facility and encourage people to use it. For example, Bikeability training courses can be held on new routes, and route specific maps can be distributed to local households, to show local residents how they can use it to reach a range of useful destinations.

Further information on Cycling England's technical recommendations on infrastructure requirements for cycling programmes can be found in the report 'Infrastructure Toolkit for Cycling Towns', which can be downloaded from *www.dft.gov.uk/cyclingengland/engineering-planning/infrastructure-for-cyclists*.

Getting the right people on board

1. Working upfront with local cycling, access and mobility forums - to build consensus on the proposed cycle network, the appropriate use of segregated or shared use facilities, and the design standards to apply to these - is time well spent. It can reduce consultation time on individual schemes later on, and also help to gain acceptance for cycle route schemes which are initially perceived as controversial, as stakeholders can support you in educating the public about these. However, you may need to be very clear with stakeholders about your programme's target audience, so they understand that the aim is to cater for potential, rather than existing, cyclists.

2. When designing individual routes, consider other people who will also use the route (e.g. pedestrians, the mobility impaired), and ensure that the design delivers improvements for all. By maximising value for money and reducing potential for conflict at the design stage, it will be easier to get internal and stakeholder support for the scheme.

3. You may need to be patient if applications for approval to implement schemes take a long time to process. Be persistent and proactive. Going to meet with officials to explain the reasoning behind your scheme and how you will monitor its impact can be extremely beneficial.

4. It is important to develop your in-house cycle design capacity to ensure your whole team has a collective knowledge of best practice and what your local cycle design standards are. Consider how you will build this knowledge, as well as convey your standards for cycle infrastructure design and installation to consultants and contractors. It is no use if only your cycling programme delivery team understand these, as the wider team all need to know what is expected of them also.

[i] Excluding staff costs.
[ii] As a percentage of investment in measures only – not including programme salaries.
FTE = full time equivalent

Case Study: Morecambe Promenade, Lancaster with Morecambe

Lancaster's flagship cycle route scheme was re-opening the Morecambe Promenade for cycling after a thirty year ban. The 1976 by-law prohibiting cycling was lifted in April 2007, after contentious local debate on whether this should be allowed. To facilitate cycling, the Promenade route was lengthened with a new 400m link to Heysham at its southern end, and marked to create 8km of uninterrupted cycle route along the sea-front.

The Promenade was signed with bespoke fingerpost signs which directed people to key destinations along the route, as well as showing where to exit the Promenade to connect to other destinations. To facilitate entry / exit at those points, dropped kerbs were installed. 'Please consider other users' signs were installed alongside the standard shared use signs which mark the route, to encourage cyclists and pedestrians to be respectful of each other.

The Promenade route was linked to the end of the Lancaster & Morecambe Greenway, making it part of National Cycle Network route 69. A connection to the Lancaster Canal towpath was also developed by a new cycle route link and toucan crossing, which meant it became part of the 17km (nearly all off-road) circular route for leisure cyclists which circumnavigates both Lancaster and Morecambe.

The Promenade route is now a major local cycling attraction and is very popular with leisure cyclists during the warmer months. To capture public imagination about cycling, the Promenade was made the focus for Lancaster's annual event celebrating cycling – 'Party on the Prom'. This specifically celebrated the lifting of the by-law banning cycling, and included cycling displays, bike rides, cycling information and services (e.g. Dr Bike), as well as other entertainment and stalls.

Investment in Infrastructure

As a guide for other local authorities developing a cycling programme, this table outlines the financial and staffing resources the CDTs invested in delivering their infrastructure programmes.

Table 4.1: Investment in Infrastructure

FINANCIAL INVESTMENT BY CYCLING DEMONSTRATION TOWNS			
	Capital Expenditure	Revenue Expenditure [i]	Percentage of Overall Budget [ii]
Average total investment by town	£2.2m	£51k	79%
Average annual investment by town	£790k	£20k	
STAFF INVESTMENT BY CYCLING DEMONSTRATION TOWNS			
Range of staff investment across towns (lowest FTE – highest FTE)			0.6–2
Average staff investment (FTE)			1.3

2. Marketing & Enabling Cycling

Enabling Cycling: Equipment, Skills & Confidence

Each CDT programme put in place projects that removed barriers to cycling, whether these were about people's lack of equipment, skills or confidence. These projects worked together, providing a range of support to address any combination of barriers. These *enabling cycling* packages typically combined one or more of the following initiatives:

Accessing Equipment

- Free or discounted cycle equipment (i.e. helmets, lights)
- Access to loaned cycle equipment (e.g. cycle loan / pool bikes)
- Dr Bike sessions to ensure cycle equipment is safe and well maintained
- Grants for community groups to purchase cycling equipment.

Building Skills

- Group or one-to-one Bikeability training for adults
- Family cycle training events at weekends or during school holidays
- Cycle maintenance training
- Group training and cycle maintenance referred by the local NHS.

Building Confidence

- Led leisure bike rides on the local cycle network
- 'Bike Buddy' services matching novices with a more experienced cyclist.

Providing Information

In order to promote these services, and to prevent lack of information from being a barrier to cycling, each CDT also produced a variety of information resources and distributed these through a variety of channels. Table 4.2 shows the range of information resources produced, and distribution channels used, across the CDTs.

Table 4.2: CDT Information Resources & Distribution Channels

Information Resources	Information Distribution Channels
• Cycle maps • Leisure ride route maps / guides • Event guides • Leaflets • Flyers • Posters • Newsletters / e-bulletins • Website	• Community outlets (e.g. libraries, cafes, shops) • Partner 'hubs' (i.e. schools and workplaces) • Personalised travel planning projects[35] • Membership club databases • Websites • Email groups • Door-to-door leaflet drops • Information stands

[35] See Case Study in Brighton section of Chapter 3 for more information on integrating personalised travel planning with a cycling programme.

Raising Awareness

Each CDT programme was underpinned by an awareness raising campaign. Each town developed a brand identity for their programme and then used a variety of marketing channels and outlets to promote the key messages they needed to communicate to their target audience.

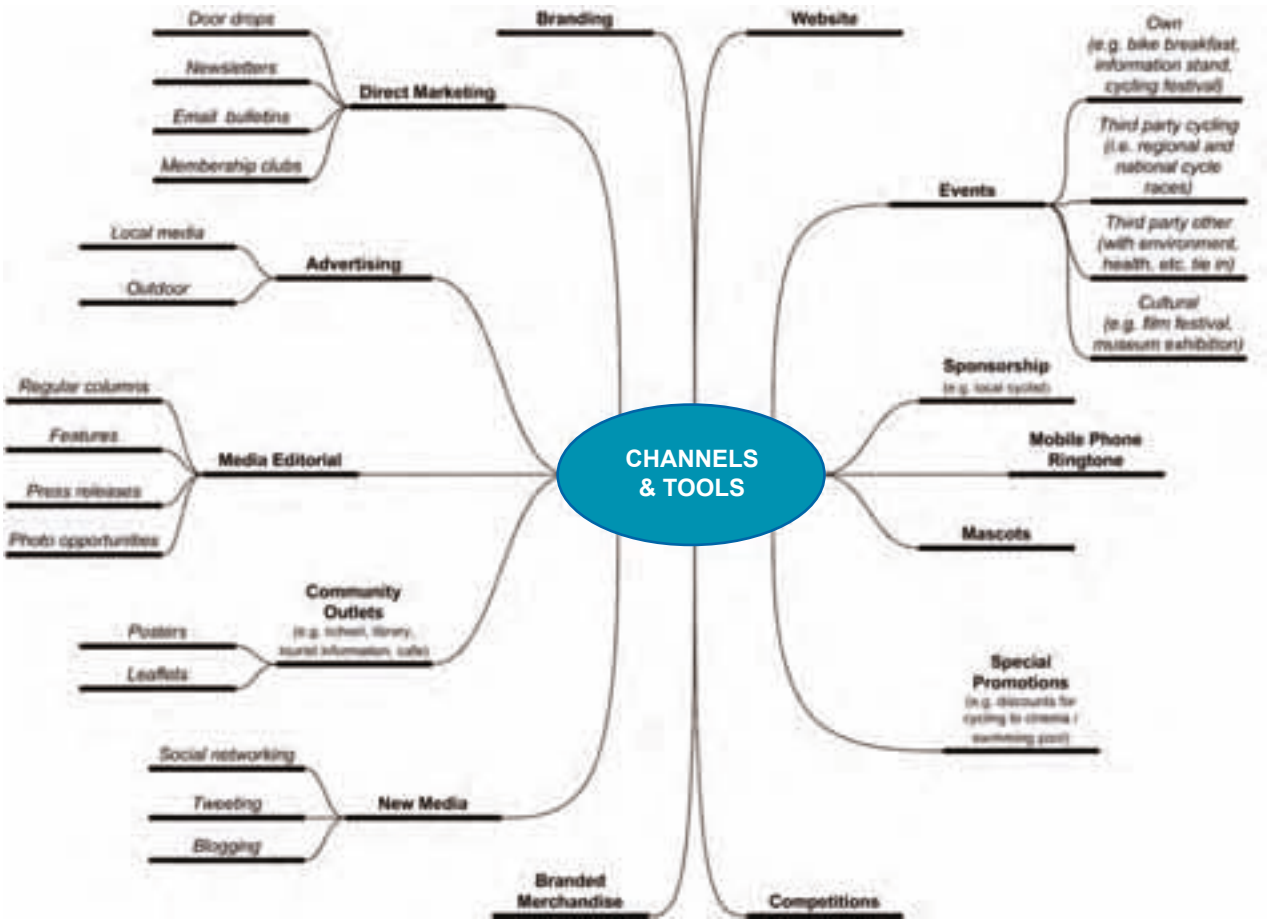
Brand

Some towns developed a cycling-specific brand for their programme: Cycle Aylesbury, Cycle Derby, Cycle Exeter, Celebrating Cycling (Lancaster). In others, cycling was encompassed within a wider sustainable travel brand: Journey On (Brighton), Local Motion (Darlington). The strongest brands had brand guidelines to complement their name and logo, which meant that all their marketing and information resources used the same colours, typefaces and images. This made them easily identifiable and built brand recognition with the public.

Channels & Tools

The mix of marketing outlets and mechanisms (i.e. channels and tools) the towns used to convey their messages varied depending on which channels were most likely to reach their target audience. Figure 4.1 shows the channels used across the CDT programmes, which could be used as a menu and selected from as appropriate by a new cycling programme. Aside from branding and websites, the most common channels used were advertising, media editorial, community outlets and events, supported by competitions and branded merchandise.

Figure 4.1: Marketing Channels & Tools Used by the Cycling Demonstration Towns



The channels used also varied depending on what mechanisms were available locally. For example, the media channels available were different in each town but were typically some combination of:

- Radio: commercial and BBC
- Online: websites, online TV and radio
- Print media: newspapers and magazines (including council newsletter)
- Television: terrestrial and digital
- Outdoor advertising: e.g. bus backs, billboards, banners.

Messages

Every marketing resource or activity used by the towns was intended to raise awareness of one or more cycling message. In some instances promotion of the local CDT brand and web address was an end in itself, but these usually underpinned all other messages through branding and by directing people to the website for more information. The main types of message the towns promoted were:

- Benefits of cycling (e.g. health benefit, cost savings)
- Cycling safety issues (e.g. Be Safe Be Seen, cycle security)
- Local cycling route, service, resource or event on offer
- National cycling initiative tie in (e.g. Bike Week).

The exact content and tone of these various messages was tailored by the towns, depending on whether these messages were being conveyed generically or to a specific part of their target audience.

Good Practice Recommendations

Outlined below are a number of good practice recommendations from the CDTs, for any local authorities developing a cycling programme.

Planning for a cohesive programme

1. When planning the marketing and enabling cycling elements of your programme it is vital that the projects you offer, and how these are structured, serve the needs of your target audience.
2. It is also critical to review how they will relate to planned infrastructure improvements, which should always be complemented by Smarter Choices activities which encourage people to use them. For example, Bikeability training courses can be held on the new route, and route specific maps can be distributed to local households, to show local residents how they can reach a range of useful destinations using new routes.
3. All marketing and enabling cycling elements of the programme need to be designed so that they are also relevant to the hubs the programme is working with to engage key audiences (e.g. schools, workplaces, station).

Putting together a package to enable cycling

1. When planning a package which is designed to enable cycling, it is important to review how different services fit together – the package offered needs to provide novices with *all*

the skills, equipment and confidence they may need. For example, if you are giving people cycle training, how can you build their confidence to use these skills independently afterwards?

2. It is important to think through the practical implications of how these initiatives will run. Things to consider include locations, timings, charges, deposits, equipment storage and servicing, insurance and disclaimers. Capturing participants' contact details and their agreement to follow up contact is critical for evaluating the success of different activities, to see if participants do actually then cycle more.
3. Cycle trainers can be engaged in a number of ways – employed as casual council staff, through existing training companies, or set up as a pool of freelance trainers. Internal staff keep costs in-house, and they can be trained to deliver training according to your specification, while external trainers can be cost effective as they promote their own services and can generate more training opportunities.
4. Consideration needs to be given to how you market services which enable cycling, to maximise take up. Different approaches may be needed for different audiences, e.g. Bikeability courses for men can be marketed as advanced training or 'urban survival skills', if this will increase their appeal.

Developing a suite of information resources

1. Consider which distribution channels you will use to ensure your information will reach your target audience. Ask yourself whether your audience will respond best to printed information, online information or face-to-face contact, and what outlets there are available locally. Consider if you will need to tailor the style, format or content of your information resources to tie in with how you are going to distribute it (e.g. a printed cycle map can be large scale, but online versions need to be printable in A4).
2. Your cycle map and website are probably your two most important information resources, so focus on these in the first instance. Both can take several months to develop, so allow ample lead-in time for development and proofing.
3. For the cycle map, consider if you will feature only designated cycle routes, or quiet roads suitable for cycling too. Either way, keep it simple and uncluttered, with high quality graphics. Be clear from the start about ownership of the base map you use, to eliminate future complications from copyright and licensing issues.
4. For the website, investigate if this can be separate from the council site, so it can be designed in line with your cycling brand and adopt a more fun and innovative tone. Consider a phased approach to website development, so you can launch early and then build it up over time. An in-built content management system will cost you more but will allow you full control to add and amend content, so you can ensure it is always up-to-date.

Building a cycling brand

1. As a brand and marketing strategy can take several months to develop, this can be developed over the winter months, enabling a launch of your campaign in spring, when the weather is more conducive to taking up cycling.
2. As a priority, decide how you will resource the skills and time to dedicate to marketing – through staff in your team, through the council's marketing team, or by commissioning a professional agency. In-house support and design may be cheaper but external suppliers might provide a more professional product and prioritise your deadlines better. If using external agencies, be clear who is responsible for briefing them and approving designs. This will avoid 'design by committee', which can increase costs and timelines but decrease product quality.

3. Consideration needs to be given to how closely aligned your brand will be to the council or other partners' brands. An independent brand can be more innovative and avoid associations with more mainstream council activities such as refuse collection and council tax, as well as avoiding the misconceptions that the council is 'telling us' how to travel. A stand-alone brand still needs to be approved by Members and senior managers to secure their support. A good compromise can be to incorporate partners' logos and website addresses into your cycling brand.
4. Brand guidelines are important for ensuring that all your communications have a consistent look, tone and terminology. Using these will build continuity and user recognition with your audience, as well as ensuring that resources are of a consistently professional standard. These guidelines should include your policy on the use of images, for example local photographs with significant local landmarks are best, and a mix of images showing cyclists both with and without helmets is often preferred.

Targeting messages & outlets

1. The more targeted your marketing is, the more cost effective it will be, so if possible do some research (e.g. focus groups) to get to know your target audience(s) and the media / advertising outlets they use. You can then establish a brand which appeals to this audience, with appropriate messages for channels they are most likely to access.
2. However, the communication channels you use will depend on what is available in your local area. If necessary you could try out various outlets and monitor which generate most interest (e.g. running competitions via print press and radio to see which elicits the best response). Remember to consider new media and emerging trends in communication, especially with younger audiences. Think about whether these are appropriate and if so, how you can make best use of them. If new technology is involved, then specialist help can save time and money.
3. Engage with the local media, either directly or via your press team as appropriate, to ensure they understand your programme and its intended outcomes. Building understanding from the start can help ensure positive coverage of your press releases, and also identify opportunities for features, columns and competitions. Remember that all staff liaising with the local media should have appropriate media training.
4. Events can be time consuming to organise, so consider if lots of smaller events or a few large scale events are going to be best for reaching your target audience. Whatever the size of the event, good pre-promotion is critical to ensure people come along. If you can, include interactive activities, as these will really engage people in trying out cycling. Scheduling your events into an annual calendar can help ensure you tie in with key national campaigns and that you pace yourself by prioritising which other local events you will participate in.
5. If you set up a membership club or e-group for direct marketing, consider how you will capture the demographic data or travel preferences of people signing up, so you can segment them for future targeted marketing. Think carefully about what you are offering to members and how you will keep them engaged over time. Also consider who will administer the database, as keeping it up to date and free from duplicates can be time consuming.

Investment in Marketing & Enabling Cycling Initiatives

As a guide for other local authorities developing a cycling programme, this table outlines the financial and staffing resources the CDTs investing in delivering these initiatives.

Table 4.3: Investment in Marketing and Enabling Cycling Initiatives

FINANCIAL INVESTMENT BY CYCLING DEMONSTRATION TOWNS			
	Capital Expenditure	Revenue Expenditure [i]	Percentage of Overall Budget [ii]
Enabling Cycling: Equipment, Skills & Confidence			
Average total investment by town	Nil	£37k	1%
Average annual investment by town	Nil	£12k	
Information			
Average total investment by town	Nil	£128k	5%
Average annual investment by town	Nil	£56k	
Awareness Raising			
Average total investment by town	Nil	£169k	6%
Average annual investment by town	Nil	£63k	
STAFF INVESTMENT BY CYCLING DEMONSTRATION TOWNS			
Enabling Cycling: Equipment, Skills & Confidence			
Range of staff investment across towns (lowest FTE – highest FTE)			0 - 1
Average staff investment (FTE)			0.4
Information			
Range of staff investment across towns (lowest FTE – highest FTE)			0.2 – 1.5
Average staff investment (FTE)			0.7
Awareness Raising			
Range of staff investment across towns (lowest FTE – highest FTE)			0.1 – 2
Average staff investment (FTE)			1

i Excluding staff costs.
ii As a percentage of investment in measures only – not including programme salaries.
FTE = full time equivalent

Case Study: Bike Off Cycle Theft Reduction Campaign, Brighton & Hove

Brighton's Bike Off campaign, designed to reduce cycle theft, combined information and advertising to raise awareness of a key barrier. It also enabled people to take action by purchasing discounted equipment.

As a result of a community safety meeting about Brighton's high rate of cycle theft, the Brighton team worked with local partners to develop an awareness raising campaign on this issue. With cycle theft being a significant deterrent to people taking up cycling, the team wanted to ensure that this did not increase in profile as the number of people taking up cycling in the city rose.

The Brighton & Hove Crime and Disorder Reduction Partnership commissioned research from the Design Against Crime Research Centre at Central St. Martin's College of Art and Design on methods of stealing a bike, and designing out the crime through better equipment and locking techniques. From this research a Bike Off leaflet was published, outlining how best to secure a bike to reduce the likelihood of theft. This was distributed across the city with the rest of Brighton's cycling leaflets via cafes, cycle shops, libraries etc., as well as through events and the personalised travel planning project. It was also made available online at Brighton's 'Journey On' (travel) and 'Safe in the City' (crime and disorder partnership) websites. To raise awareness further, Bike Off stickers were put on public cycle parking stands across the city centre, a good example of low cost but highly targeted outdoor advertising.

Throughout summer 2008 the CDT team and community safety partners visited local events and set up a bicycle trailer stand near to the cycle parking. They spoke to cyclists just as they were locking their bikes about how best to secure them and demonstrated four models of locks. Cyclists were given a copy of the Bike Off leaflet and a 15% discount voucher for a new cycle lock of over £40 value, to enable them to buy a better lock.

3. Schools and Bikeability

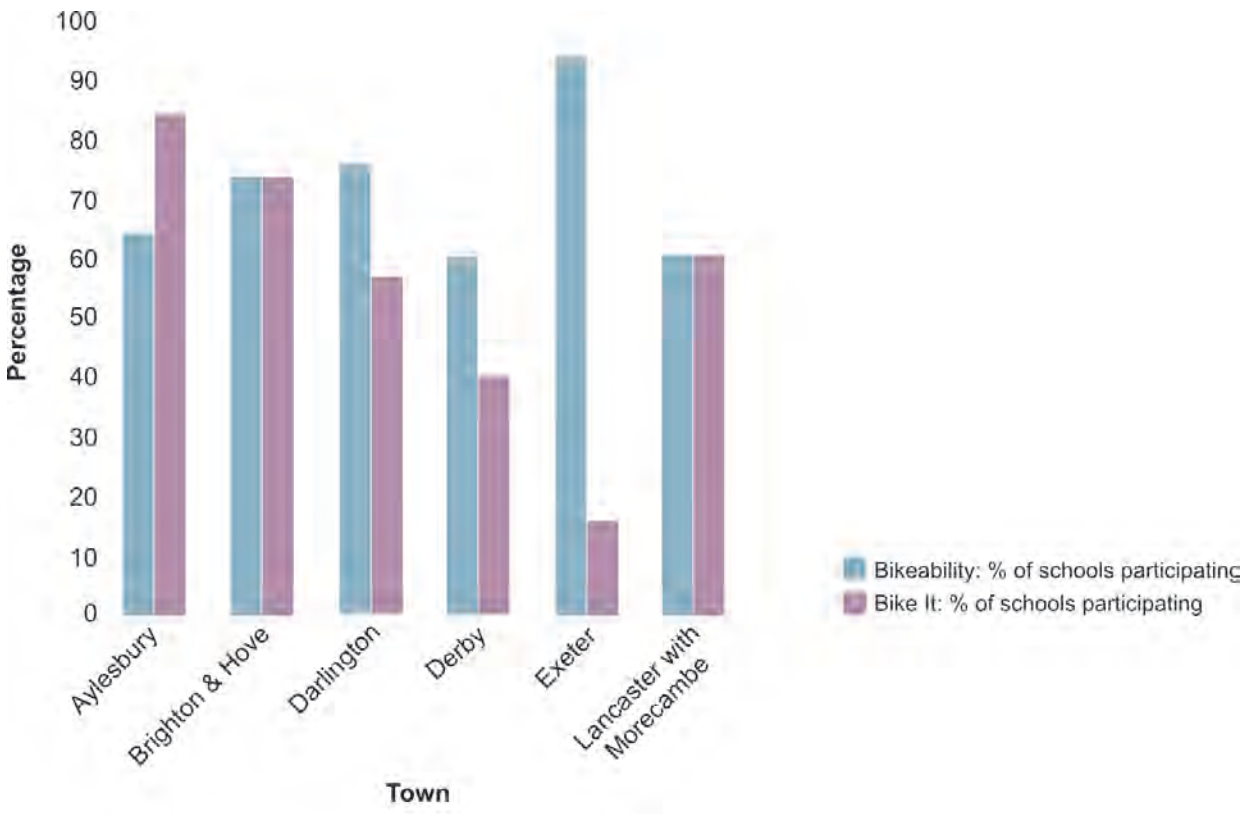
Every CDT focussed some of its cycling programme on schools and promotion of cycling for the school journey. By targeting schools as 'hubs' where cycling could be promoted to pupils, the CDTs were able to work with large numbers of children at once, many of whom had a desire to cycle to school, but certain barriers stood in the way.

Scale of Engagement

Exeter and Derby had 68 and 90 schools in their CDT areas respectively, while the remaining four had less than 40 schools. As a measure of the scale of the towns' work with schools, Figure 4.2 shows the percentage of schools (LEA primary and secondary) in each CDT area which offered Bikeability training or participated in Bike It.

By late 2008, over 60% of primary and secondary schools in each town had offered Bikeability training and between 16% and 84% of schools had engaged in Bike It[36]. While Derby and Exeter appeared to have a lower rate of engagement in Bike It, it should be remembered that they had a larger pool of schools to work with. Also, Exeter worked with fewer Bike It schools but engaged more intensively with those it did work with.

Figure 4.2: Bikeability and Bike It Participation by Cycling Demonstration Town



[36] Where Bike It was already active in a town, some schools' engagement with Bike It may have pre-dated October 2005.

Case Study: Bike It and 'Beauty and the Bike', Exeter

Bike It is a national programme that works directly with schools to enable and encourage cycling amongst students. Schools are provided with a Bike It officer that helps make the case for cycling in the school travel plan, supporting cycling champions within the school and demonstrating that cycling is a popular choice amongst children and their parents. The aim of Bike It is to create a pro-cycling culture in schools that remains after the Bike It officer has finished their work.

Bike It officers work with schools to ensure cycle parking facilities are in place and Bikeability training is happening. They raise awareness of the benefits of cycling and run events that promote cycling. All 6 CDTs have dedicated Bike It officers that have worked with all types of schools throughout the programme.

The Bike It programme can include a wide range of activities and initiatives, such as the 'Beauty and the Bike' scheme rolled out to secondary schools throughout Exeter by their Bike It officer. The programme focused on working with Year 7, 8 and 9 girls to overcome the negative image of cycling while raising awareness of the health and fitness benefits of cycling.

The programme dealt specifically with 'image', with girls requesting access to changing rooms before and after school, as well as hair dryers and straighteners. The Body Shop chipped in by providing style and make-up tips to the girls, with Beauty and the Bike sessions also including practical advice on looking and feeling good when arriving at school by bicycle.

For more information about Bike It, see *www.sustrans.org.uk*

Targeting & Engaging Schools

The types of characteristics which the towns commonly looked for when selecting schools to engage with were:

- Schools which catered for Years 5 & 6 – so that Level 2 Bikeability could be offered
- Schools which catered for Year 7 – when cycling to secondary school could be promoted
- Schools with an existing school travel plan
- Schools with an interest in cycling or an enthusiastic 'cycling champion'
- New build schools – where facilities to encourage cycling could be 'built in' from the outset.

Some towns identified schools with one or more of these characteristics and then invited them to be Bike It schools, using this as a focus for all the other activities and initiatives which were then offered to schools.

The majority of towns used their council's existing relationships with schools, such as school travel planning and cycle training schemes, as a springboard for engaging schools in their local cycling programme.

The Schools 'Package'

Bikeability training, Bike It and cycle parking made up the core package each town offered to schools. Most CDTs also linked schools into their infrastructure programme, to ensure pupils benefitted from new and improved cycle routes.

Bikeability was mainly focused on Level 1 and 2 delivery in primary schools. However once the core training for Years 5 and 6 was well embedded, several towns expanded their Bikeability offer to include out-of-school training sessions for children unable to do it in-school, and also Level 3 training at secondary schools and / or introductory skills sessions (e.g. Scootability in Derby).

The most effective school cycling initiatives tied these in-school elements, which introduced pupils to cycling, with a range of out-of-school cycling activities which helped to build their skills, confidence and interest in cycling. These activities typically included some combination of cycle maintenance, training, family led rides, after-school clubs and holiday clubs. Some towns, notably Exeter and Derby, were very proactive in building schools' links with local cycle clubs, BMX tracks and mountain bike centres, to engage children in different types of cycling. For more information on how to successfully integrate in-school and out-of-school cycling activities, see the section on Derby in Chapter 3 (pages 47-48).

Good Practice Recommendations

Outlined below are a number of good practice recommendations from the CDTs, for any local authorities developing a cycling programme.

Engaging your target schools

1. It is better to work more intensively with a smaller number of proactive schools than working superficially with many, focusing on those that will make the biggest impact. When planning which schools you will focus on, you will need to decide whether you will target schools catering for Year 5 – 7 pupils, those with an interest in school travel planning / cycling, those with plans to re-build / expand, or those in specific locations which you will focus on. If your focus will be on secondary schools, bear in mind that, as they require a more focussed approach, they can be harder

to work with than primary schools, and you will need to put more time and financial resource into working effectively with them as a result.

2. Time invested in finding the right contact within each school, who will act as your cycling champion, is time well spent. School reception staff might be able to suggest suitable people to act as a cycling champion – perhaps the head teacher, the school travel plan champion, or a parent or staff member who is a keen cyclist. Keep persevering if you do not find the right contact straight away – it can take discussions with several people before you identify a suitable person. If you really cannot persuade a school to engage, or they lose impetus for encouraging and promoting cycling over time, do not be afraid to withdraw support from them, and redirect it to a school which *will* be proactive.

3. Schools are a target for a lot of national, regional and local initiatives, so identify the initiatives which link to cycling and build on these. Coordinating with local cycle trainers, school travel advisors, Healthy Schools, and Eco-Schools coordinators will help you to identify proactive schools, and also to find contacts within schools that might be an effective cycling champion. These contacts can also help to coordinate your approaches to schools so the schools themselves are not overwhelmed. Research planned expansion or rebuilding plans for schools, perhaps through Building Schools for the Future or your local school asset management team, to identify where you can secure gains for cycling through the planning process, and work with schools to embed a culture of cycling to school from day one.

The school 'offer'

1. It is critical to review the locations of your target schools in relation to your plans for improving the cycle network, to ensure that these schools are going to benefit from infrastructure improvements. Consider what types of routes or facilities might be most suitable for young people, whilst at the same time reassuring parents about cycling safety, e.g. off-road routes. Offer schools the opportunity to improve cycle parking right at the start of their cycle promotion work, so the basic facilities are in place.

2. Offering a 'core package' of resources and support to schools can be helpful. This might include a four stage approach, which you build up as resources within your programme allow, or as each school invests time and money into each stage:

   Stage 1: Install cycle parking within the school and run Bikeability training

   Stage 2: Engage pupils in cycling, using awareness raising and champions such as Bike It officers and Go Ride clubs

   Stage 3: Invest in improving routes to schools (although if possible this may be done in parallel to stages 1 and 2)

   Stage 4: Link school cycling activities to a wider programme of out-of-school cycling activities.

3. To keep children motivated and give them opportunities to build their confidence in cycling, in-school activity needs to be linked to a wider offer of out-of-school evening, weekend and holiday cycling activities. Consider your whole cycling programme and how it could be integrated into your school cycling initiatives, through, for instance, family-orientated events or led rides, BMX and mountain bike activities, family leisure ride guides, interactive websites, mascots or other child-friendly initiatives.

4. Some of the national, regional and local initiatives targeted at schools to promote and encourage cycling are Bikeability, Links to Schools, Bike It, Go Ride and Bike Club. Find out which of these are already happening in your local area and build on these when developing your school cycling package. Where they are not already in place, introducing these initiatives might be a cost effective way of building your schools package, as you will be using existing expertise and resources, rather than having to develop it in-house yourself.

Bikeability *www.bikeability.org.uk*
Bike Club *www.bikeclub.org.uk*
Bike It *www.sustrans.org.uk*
Go Ride *www.go-ride.org.uk*
Links to Schools *www.sustrans.org.uk*

Embedding cycling within the school context

1. Schedule your schools programme and activities around the school calendar, being mindful of schools' wider obligations such as SATS and OFSTED inspections. If you can get cycling embedded into the curriculum (e.g. citizenship, physical education or geography) or school strategy (e.g. School Improvement Plan), then it is more likely to remain a priority even when other priorities arise.
2. You will need to listen to schools' preferences on key issues, such as the use of helmets being mandatory, or how best to engage with parents. The school knows their school community intimately, and uses their knowledge of the circumstances of local families when making decisions. It is best to use this knowledge to your advantage, rather than sticking to set policies which then exclude certain pupils or schools from taking part.
3. The transition to secondary school can mean a new route and a new way of travelling to school. Look at how you can most effectively work with Year 6 pupils and their parents during the transition to Year 7, to introduce the idea of cycling to secondary school, and to give them confidence to do this before using other modes becomes a habit. Often both primary and secondary schools will be running induction or transition activity days which you can become part of. See Case Study on '**Transition Year Cycle Promotion**', Chapter 3 (page 57) for more information.
4. If possible, link to Parent Teacher Associations (PTA) and the local media to help you to communicate your messages and win ongoing support from the school. It is important to find ways to communicate directly with parents about cycling, and PTA members can be very useful in helping with promotion and initiatives within the school community, as well as ensuring the school knows cycling is an issue parents are interested in. The press like positive press releases and photo opportunities about children cycling, so securing coverage should be an easy win, and the school will like the positive publicity you secure for them too.

Investment in Cycling Promotion at Schools

As a guide for other local authorities developing a cycling programme, this table outlines the financial and staffing resources the CDTs invested in delivering their cycling promotion programmes for schools.

Table 4.4: Investment in Cycling Promotion at Schools

FINANCIAL INVESTMENT BY CYCLING DEMONSTRATION TOWNS			
	Capital Expenditure	Revenue Expenditure [i]	Percentage of Overall Budget [ii]
Average total investment by town	£155k [iii]	£77k [iii]	8%
Average annual investment by town	£52k	£27k	
STAFF INVESTMENT BY CYCLING DEMONSTRATION TOWNS			
Range of staff investment across towns (lowest FTE – highest FTE)			0.9 – 2.8
Average staff investment (FTE)			1.6

Inspirational Cyclist

Sarah Fey, Darlington

As a child, Sarah was a confident cyclist who cycled a lot with her parents, brothers and sister. She stopped when she was about 12 as cycling took a backseat to her swimming, and she didn't cycle at all for the next 10 years.

Getting back on a bike was quite a daunting prospect for Sarah as her confidence had dramatically fallen in those 10 years. However, she recently borrowed a bike from Local Motion's bike loan scheme. Since borrowing her bike Sarah has cycled to and from work everyday (a total of 25 miles a week) and her confidence has grown significantly.

Before she started cycling, Sarah got to work by car sharing with a colleague. When they left their job she got a lift to work from her boyfriend, while investigating loaning a bike.

Sarah admits that cycling has had a huge impact on her life. Apart from the cost savings made by cycling to work, Sarah's main motivation to cycle is the impact it has on her health and the environment. She feels healthier and better in her self because she does regular exercise. It's also helped her feel a lot more confident.

Originally Sarah didn't think that she would enjoy cycling. She now realises that travelling by bike is much less stressful than driving and, as her route is along the river, it gives her a relaxing end to the working day.

i Excluding staff costs.
ii As a percentage of investment in measures only – not including programme salaries.
iii Some towns invested considerably more in this element of their programme (up to £893k capital / £187k revenue – 34% of their budget). These towns are likely to have been investing in cycle parking and other on-site infrastructure improvements at schools. Any costs associated with improvements on cycle routes to schools are included in costs for infrastructure.
FTE = full time equivalent

Case Study: St Werburghs C of E Primary School, Derby

In 2006, due to logistical restraints, lack of quality training and no infrastructure, St Werburghs Primary School had no involvement in cycling activities.

After being offered cycle training by Cycle Derby, the school decided to offer Bikeability Level 2 training for all Year 6 pupils. This was made more convenient by the provision of free, secure cycle storage within the school grounds. This satisfied the requirements of the school, and also went a long way in encouraging parents to allow their children to ride their bikes to school too.

In 2007, 87% of Year 6 pupils took part in Level 2 Bikeability. In 2008, this increased to 95% of all Year 6 pupils. As a result of this training, the Year 6 pupils learnt a great deal about bikes and cycling.

Following discussions with Cycle Derby it was recognised that Year 4 & 5 pupils of St Werburghs Primary School would greatly benefit from cycle training too. As a result the school started to offer Bikeability Level 1 training for these pupils, achieving an uptake of 100%.

To maintain the momentum for cycling, the school was lucky enough to secure a cycle club, also run by Cycle Derby. The club ran during a half term and provided an opportunity for St Werburghs pupils to improve their cycling skills, develop an understanding of bike maintenance, and discover new routes around the local area.

The school had numerous enquiries from parents regarding other cycling activities, and because the school had so many younger children arriving at school on scooters, they asked Cycle Derby to develop further provision for these. Cycle Derby came up with 'Scootability', a project which was piloted at St Werburghs Primary School and developed the scooter control skills of children from Reception through to Year 3. The result was so successful that Cycle Derby then offered Scootability to other schools in Derby.

To embed the school's new commitment to cycling, it held an inaugural family cycle ride, organised and run by Cycle Derby. The day was a huge success, as over 55 families took part in the ride with nothing but positive comments coming back from everyone involved. As a result, the family cycle ride became a permanent event in the St Werburghs Primary School's annual calendar.

St Werburghs Primary School recognised cycling as an ideal opportunity to increase levels of physical activity among pupils. Cycling to school simply became a way of life for their pupils. So much so in fact, that the school now needs to fund further storage to be able to accommodate all the bikes and scooters that pupils bring in each day.

4. Workplaces

Targeting Workplaces

Every CDT except Derby had an element of its cycling programme targeted at workplaces and promotion of cycling to work. By targeting workplaces as 'hubs' where cycling could be promoted to commuters, the towns were able to easily identify and cater to the needs, motivations and journey purpose of employees who were considering cycling to work.

The number of local workplaces each town engaged with ranged from 5 to 32. It is important to consider the size of each of these workplaces when assessing the impact of this engagement and cost effectiveness of investment in workplace hubs. For example, Exeter did not engage the highest number of workplaces (20 compared to 32), but by focusing on larger employers they potentially reached the biggest audience – nearly 27,000 employees.

Rather than trying to engage *all* workplaces in their towns, the CDTs focused their attention on engaging with specific employers who would be open to promoting cycling and would dedicate resources to this, as well as where they would get high impact by reaching a larger audience of employees. The types of characteristics which the towns commonly looked for in selecting workplaces to engage with were:

- A pre-existing interest in promoting cycling or sustainable travel (e.g. through a travel plan)
- Future expansion or relocation plans (particularly if these might need planning permission)
- A large public or private sector workforce
- A management ethos with a strong focus on sustainable development, corporate social responsibility and / or employee wellbeing
- A location near to cycle routes.

Working more intensively with a smaller number of proactive workplaces who had one or more of these characteristics proved to be more cost effective than working superficially with many workplaces. For example, Lancaster reached 6,500 employees even though they focused on just five workplaces, because these were the largest local public sector employers, and cycling fitted in well with their sustainability policies.

Approach to Engagement

The towns broadly took one of three different approaches to engaging with workplaces:

1. Promoting cycling through a broader workplace travel planning approach, with the workplace travel plan officer a key member of the CDT team (Brighton)
2. Offering cycling support, initiatives and events to workplaces that usually already had a travel plan, which other council teams had helped the workplace to develop (Aylesbury, Darlington)
3. Targeting cycling support, initiatives and events at champions within pro-cycling workplaces, irrespective of whether they already had a travel plan or not (Exeter, Lancaster).

Whichever approach was taken, the most important factor for successful partnership working was having a proactive 'champion' for cycling within the organisation, with the CDT offering support to them. As Exeter and Lancaster

were not necessarily targeting workplaces that already had a travel plan coordinator (who would act in this championing role), they respectively facilitated Bicycle User Groups (BUGs) or Cycling Champions within each workplace to act as internal champions. See Case Studies on '**Bicycle User Groups**', page 57, and '**Cycling Champions**', page 90, for more information.

The Workplace Package

Different approaches to workplace cycling promotion did not necessarily result in different types of cycling initiatives being offered to the workplaces. In the main the CDTs offered a package of support and services made up of the following types of initiative:

- **Improved cycle infrastructure:** e.g. cycle parking, match funding for changing & locker facilities
- **Access to cycling equipment:** e.g. pool bikes, loan bikes, support setting up salary sacrifice schemes for bike purchase
- **Cycle maintenance:** e.g. Dr Bike, cycle maintenance training
- **Training:** e.g. adult cycle training
- **Information provision:** e.g. cycle maps, posters, newsletters
- **Competitions and promotions:** e.g. site-specific challenges, Bike Week promotions
- **Events:** e.g. lunchtime presentations, information stands, special events for Bike Week
- **General advice:** for the Travel Plan Coordinator, Cycling Champion or BUG
- **Local networks:** e.g. forums for Travel Plan Coordinators, Cycling Champions or BUGs to share experiences and learn about best practice.

In general the combination of initiatives offered was broad enough to address a number of barriers to cycling to work, whether it was lack of infrastructure (routes or parking), equipment, skills, confidence or information. The CDTs typically also included an element of promotion and awareness raising about workplace cycling. Where possible they linked in to their town's wider cycling programme, promoting events, new routes and other information to encourage cycling to employees.

Good Practice Recommendations

Outlined below are a number of good practice recommendations from the CDTs, for any local authorities developing a cycling programme.

Engaging your target workplaces

1. Trying to target all workplaces could result in too scattergun an approach, so you need to plan upfront that you will focus on. It is better to work more intensively with a smaller number of large, proactive workplaces than working superficially with many. Will it be those organisations with a strong environmental ethos, those in specific locations, those with a large workforce, or some other characteristic you are looking for which will tie in to your programme's objectives? Consider whether you will work with your target workplaces to promote cycling to work through a broader travel planning approach covering all modes, or through cycling-specific initiatives. What role, if any, will Bicycle User Groups play in your approach?
2. Finding the right contact within each workplace who will act as cycling champion can take several attempts, but time invested in this is time well spent. Before you approach a workplace, try to find out more about their core business, policies and management ethos. Speaking to workplaces about cycling from an angle which relates specifically to them is key to securing their engagement. This

is particularly true at the senior and middle management level, as they want to see how cycling will benefit them corporately before they agree to commit money and staff time to its promotion.

3. Even enthusiastic workplaces will always put a priority on their core business, and with many other competing demands, regular communication with them is key to ensuring cycling promotion remains front-of-mind. To maintain a profile, it can be helpful to have a regular physical presence in workplaces, for example through information stands. However, if a workplace is not being proactive about promoting cycling to their workforce, do not be afraid to withdraw support from them, and redirect it at a workplace which *will* be proactive.

The Workplace 'offer' and your wider programme

1. It is critical to review the locations of your target workplaces in relation to your plans for improving the cycle network, to ensure that these workplaces are going to benefit from infrastructure improvements. Teams that work closely with planning and transport planning colleagues can leverage investment in cycling infrastructure and commitment to workplace travel plans (and therefore cycling promotion) through planning permission for commercial developments.

2. A 'core package' of resources and support on offer to workplaces can be helpful. This should include a combination of initiatives which help to remove potential barriers to cycling. In line with the Cycle to Work Guarantee (*www.cycletoworkguarantee.org.uk*), the most basic ingredients of a package should be those which help to put in place cycle parking, locker and changing facilities, Cycle to Work salary sacrifice schemes and cycle repair facilities, as well as training and incentives for cyclists. However, being flexible and applying different approaches to different workplaces is also crucial, as they are all different, and employees have different needs.

3. The package on offer to workplaces may link to the awareness raising, information, cycle training, and other projects being offered as part of your wider cycling programme. By linking to these you can develop a workplace offer with minimal additional work, and maximise the cost effectiveness of your wider programme activities by advertising these to the large audience of employees your workplaces give you access to.

4. You will still need to develop some initiatives specifically for your workplaces. For example, a grant scheme to support investment in on-site cycling infrastructure will provide an incentive for workplaces to engage in cycling promotion, while a local networking forum can enable all participating workplaces to get together and learn from each other. Online resources, competitions, surveys and the like for workplaces can be cost effective to set up and easy for workplaces to promote, but you need to be sure these do not marginalise workplaces where a large proportion of staff do not have access to a computer.

Monitoring success

1. It is vital to put in place mechanisms which will help you determine how successful workplace cycle promotion has been in increasing cycling to work. Consider what role annual travel to work surveys, bike shed counts, or focus groups at participating workplaces could have in monitoring cycling to work, or if your programme's cycle count locations (automatic or manual) could be close to the workplaces you are engaging with. Also consider how you will collect data from other, non-participating, workplaces. This will enable you to compare any increase in cycling to work at participating workplaces with wider cycling to work trends in your target area.

Investment in Cycling Promotion at Workplaces

As a guide for other local authorities developing a cycling programme, this table outlines the financial and staffing resources the CDTs invested in delivering their cycle promotion programmes for workplaces.

Table 4.5: Investment in Cycling Promotion at Workplaces

FINANCIAL INVESTMENT BY CYCLING DEMONSTRATION TOWNS			
	Capital Expenditure	Revenue Expenditure [i]	Percentage of Overall Budget [ii]
Average total investment by town	£4k [iii]	£34k [iii]	1%
Average annual investment by town	£1k	£13k	
STAFF INVESTMENT BY CYCLING DEMONSTRATION TOWNS			
Range of staff investment across towns (lowest FTE – highest FTE)			0 – 0.8
Average staff investment (FTE)			0.5

On average, this level of investment (i.e. 1% of overall budget) enabled each town to engage approximately 16,300 employees at 16 workplaces. However, the experience suggests that it may have been more cost effective for towns to have invested a larger percentage of their programme budget in workplace cycling promotion, but focused this on a smaller number of workplaces which they worked more intensively with.

Case Study: Workplace Travel Tally, Exeter

Cycle Exeter realised that, while they could use school census data to monitor their impact on cycling to school, they had no means of measuring changes in cycling to work at the workplaces they were engaged with. So, to monitor mode share on the journey to work, they set up the Workplace Travel Tally in 2006, which asked employees how they travelled to work. Throughout the month of September over 6,000 employees from more than 200 workplaces completed either the paper or online version of the survey.

Cycle Exeter repeated the survey in 2007 so they could begin to review annual change and monitor long term trends. In 2008, Exeter's Transport Planning Team took over responsibility for running the survey and began to run it across the county, as they used the data for Local Transport Plan monitoring purposes. Cycling mode share data for Exeter was passed on to Cycle Exeter so they could review cycling trends in the workplaces they were proactively engaged with, and compare these to trends at non-participating workplaces, both in Exeter and across the county. The team could also feedback individual Travel Tally results to each participating employer, to motivate them for the following year.

Through their Bicycle User Group Network Meetings, Exeter also asked workplaces to submit monthly cycle parking count figures, to generate a spirit of competition between them and complement the Travel to Work Tally in monitoring their success.

[i] Excluding staff costs.
[ii] As a percentage of investment in measures only – not including programme salaries.
[iii] Some towns invested considerably more in this element of their programme (up to £24k capital / £78k revenue – 3% of their budget). These towns are likely to have been investing in cycle parking and other on-site infrastructure improvements at workplaces. Any costs associated with improvements on cycle routes to workplaces are included in costs for infrastructure.
FTE = full time equivalent

Case Study: Cycling Champions, Lancaster with Morecambe

The Lancaster team recruited a 'cycling champion' at each workplace they agreed to engage with, and supported them to promote cycling in their organisation. Every champion benefited from certain support activities offered by the team, such as quarterly 'Cycling Master Classes' to network and share best practice in workplace cycle promotion, regular editions of 'The Cycle Commuter' newsletter, and an annual grant scheme for up to £10,000 funding to develop workplace cycling initiatives.

However, as the needs of each Cycle Champion and workplace were different, all the other support offered by the team was bespoke to each workplace. The team's Workplace Cycling Officer would build a one-to-one relationship with the champion, getting to know the needs of the workplace and offering support and initiatives which were relevant to it.

For example, at **Lancaster and Morecambe College** the team helped with the development of a Cycling Action Plan. As part of the implementation of this, they helped the Cycle Champion tackle the College's barriers to cycling by:

- Funding secure staff cycle parking and other covered cycle parking
- Improving the cycle route to College
- Launching a Cycle to Work bike purchase scheme and helping to increase the bike mileage offered to 20p per mile
- Setting up a pool bike scheme
- Running five workplace cycle training sessions
- Setting up cycling information points around the College
- Getting cycling articles in the staff newsletter, as well as travel information on both the website and intranet
- Running events such as led rides and free bikers breakfasts for Bike Weeks, as well as supporting 'In College Without My Car Day', which included a cycle information stand, free cycle training, and cycle pledges and rewards.

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For more information about Cycling England, please visit *www.dft.gov.uk/cyclingengland*
For more information about Bikeability, please visit *www.bikeability.org.uk*