



EVALUATION OF THE SCOTTISH CYCLE CHALLENGE INITIATIVE

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EXECUTIVE SUMMARY

In 1996, the government set a national target to double the amount of cycling between 1996 and 2002, and double it again by 2012. To identify and promote good practice, the Cycle Challenge Initiative (CCI) was launched in 1997 with successful schemes being announced in December 1997. This research project identifies how the Scottish Executive and others can build upon the experience of the CCI, maximising their effectiveness in supporting cycling in Scotland in the future.

There were 80 bids for CCI funding which were assessed against the CCI aims to:

- Increase levels of cycling in Scotland
- Identify innovative approaches to encourage cycling
- Lever expenditure on cycling investment
- Raise awareness of cycling as a mode of transport
- Integrate cycling with other policies including road safety
- Ensure value for money in implementation.

37 of these projects were awarded funding and 35 were completed, comprising a total investment of nearly £2 million in cycle schemes supported by £0.58 million of CCI funding. The project selection process resulted in a balanced programme of project types in every area of Scotland building upon some of the lessons from the English cycle challenge which had been promoted a year before. The 35 completed projects comprised:

- Cycle route construction
- Secure cycle parking
- Facilities and other support for cycling to work
- Safer Routes to School schemes
- Publicity and cycle promotion
- Cycle purchase and cycle hire schemes
- Integration of cycling with public transport
- Support for cycle training, information, and cycle clubs.

This report describes research which has assessed the specification, management, impacts and development of the 35 completed projects based upon surveys of project managers and project documentation. More detailed examination has been undertaken of 16 projects selected as case studies. These case studies were selected to cover a balance of project types, geographical locations, types of organisation and degrees of success.

Most of the projects were successfully managed but some would have benefited from a stronger commitment to tackle obstacles and overcome problems more quickly. As the programme progressed, its total value grew, as project managers were able to attract more funding partners and increase the scale of projects. This was helped by the generous timescales allowed at each stage of the CCI programme, although the programme funding for only one financial year was a major constraint.

60 per cent of projects were considered to have had some impact on levels of cycling with path construction, Safer Routes to School, and workplace initiatives including

cycle parking having the greatest impact. The more successful schemes were implemented within broader programmes such as business travel planning or health promotion.

Although there are often concerns about the road safety implications of increased cycling, all projects had taken steps to ensure that solutions provided levels of safety at least as good as the situation prior to the project. Projects made a wide variety of contributions to transport, social inclusion, economic development, health, education and environmental policy aims, and no negative impacts were identified.

Good value for money appears to have been achieved for most of the projects. The best value solutions were obtained by matching detailed approaches to local needs.

Various innovative techniques were tried, and other lessons were learned which can be transferred elsewhere. Overall the CCI has been successful in promoting cycling in Scotland and lessons have been learned which can be applied in the future. Some of the main findings are that:

- Initiatives need to be developed with the support of the local community, recognising specific culture and attitudes. Cycling need not be a minority activity and can benefit all groups in society.
- A comprehensive approach is needed to tackle obstacles to cycling. Piecemeal schemes are less likely to be effective. Publicising success is one of the most effective ways of motivating wider change.
- Construction of more cycle routes could significantly increase the attractiveness of cycling.
- Partnership projects will often be the best way forward, but this requires flexible and committed management.
- Input by volunteers can considerably add to the value of projects, but initiatives can be vulnerable if they are dependent solely upon voluntary resourcing.
- Cycle security is important and there are several approaches to deliver acceptable security tailored to local circumstances. Cycle parking which offers both convenience and security is likely to be successful.
- The links between cycling and public transport are important but satisfactory solutions must be tailored to the needs of potential users.
- Cycle training can be one of the best value approaches to encouraging cycling and improving safety. Projects with a strong community focus encourage participation.
- Leisure cycling currently appeals to a wider population than cycling for transport.
- School and workplace schemes need a champion who is prepared to overcome obstacles and work with relevant communities to achieve change.

Mechanisms for the Scottish Executive to further promote cycling can build from the lessons of the CCI with a more integrated approach to cycle funding through:

- Business travel planning initiatives.
- Integrated transport infrastructure and service planning by councils, bus companies, train companies, etc.
- Support for the activities of community groups, clubs, voluntary groups, campaign groups, charities, and others.

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1. INTRODUCTION

Background

- 1.1 The Scottish Transport White Paper (Scottish Executive 1998) notes that cycling rates in Scotland are not high and that action is needed to change this. In 1991, 1.4% of the working population in Scotland travelled to work by bicycle (OPCS 1991). In 1999, the National Household Survey identified that only 3% of households in the sample had cycled as a means of transport in the week before they were surveyed, and the proportion cycling for leisure was only marginally higher at 4%. These low figures are in sharp contrast with many other countries in Europe. The proportion of cycle trips in Scotland would need to more than treble to reach the European average.
- 1.2 In 1996, the government set a national target to double the amount of cycling between 1996 and 2002, and double it again by 2012. To identify and promote good practice, the Cycle Challenge Initiative (CCI) was launched in 1997 with successful projects being announced in December 1997. The 1996 targets to increase cycling were subsequently endorsed in the 1998 Scottish Transport White Paper, which noted the role of the CCI. Monitoring of progress against the targets has been difficult since reliable statistics for 1996 cycling levels are not available. However the clear policy commitment to significantly increase cycling levels remains.
- 1.3 This report describes the research project to evaluate the Cycle Challenge Initiative in Scotland. The report identifies how the Scottish Executive and others can build upon the experience of the CCI, maximising effectiveness in supporting cycling in Scotland in the future. It evaluates the impact of the cycling initiatives, which have been set up through the CCI, on cycling in Scotland and specifically:
 - Assesses the effectiveness of different types of project, in particular what increases in cycling and other positive outcomes have been achieved by each type of project, and whether grants have been well spent in terms of outputs.
 - Evaluates whether the CCI as a whole has achieved its objectives, including increasing cycling in Scotland.
 - Identifies and evaluates other outcomes of the initiative such as: raising awareness of cycling as a sustainable mode of transport; receipt of grant as a lever to attract additional investment; providing resources to introduce a "Safer Routes to School" initiative, or contributing to wider transport policy objectives.
 - Identifies factors which have contributed to the success or otherwise of different projects and the lessons learned in the process.
 - Assesses whether the CCI has represented good value for money in terms of the stated objectives.
 - Makes recommendations, as to whether any future Challenge Fund should replicate the nature of the CCI, or whether it should be more focused and

relate to specific projects which encourage more sustainable forms of travel such as "safer routes" or "sustainable travel" Challenge Funds.

Approach to the Research

1.4 The project was tackled in three stages as follows:

- Stage 1: Scoping – The development of the evaluation framework and scoping of the overall programme.
- Stage 2: Review of Projects – A review of project documentation for all the Cycle Challenge projects and interviews with project managers and other people involved with projects.
- Stage 3: Case Studies - Examination of 16 case studies to track the processes involved in taking forward projects.

1.5 The work was undertaken by Derek Halden Consultancy in association with Ove Arup and Partners and David McGuigan.

Acknowledgements

1.6 The Scottish Executive client project manager was Janet Ruiz and the Project Advisory Group was Jonathan Moore, Elizabeth McNeill, Ian Robertson, Erl Wilkie, and Mary Allison.

1.7 Thanks are due to the many people who took time to speak to us during the survey programme, and to show us what had been achieved on site.

2.0 PROJECT SELECTION

- 2.1 The invitation to bid for cycle challenge funds resulted in 80 project proposals being submitted to the Scottish Executive. The broad benefits of cycling were emphasised by the wide range of organisations applying for funding under the CCI. These included: health trusts, local authorities, consultants, transport companies and voluntary, community and campaign groups.
- 2.2 These 80 projects could not all be funded, so the Scottish Executive (then known as the Scottish Office) was required to select a range of projects consistent with the aims of the programme. The bids for funding included expenditure under seven main categories:
- Cycle route construction
 - Secure cycle parking and support for cycling to work, including lockers and showers
 - Safer Routes to School (SRTS) schemes
 - Publicity and cycle promotion including the publication of maps and other literature, and staff time for cycling promotion
 - Cycle purchase and cycle hire schemes
 - The integration of cycle travel with public transport
 - Support for cycle training, information, cycling clubs and cycling events.
- 2.3 These projects had a total value of over £5.5 million with applicants seeking nearly £2.3 million from the Cycle Challenge Fund (Moore 2000). The selection of successful projects was undertaken by a team of officials within the Scottish Executive assisted by external advisors. The selection panel considered the contribution that each proposal would make to the CCI objectives to:
- Increase levels of cycling in Scotland.
 - Identify innovative approaches to encourage cycling including the testing of techniques with potential to be transferred to other locations.
 - Lever expenditure on cycling investment.
 - Raise awareness of cycling as a mode of transport.
 - Integrate cycling with other policies including road safety.
 - Ensure value for money in implementation.
- 2.4 In December 1997, 37 projects were announced as having been successful in obtaining funding. In reaching final recommendations for funding, the balance of expenditure geographically across Scotland and across project types was also considered. Based upon the seven main types of project listed above, the programme profile is as shown in Table 1.

Table 1 - Funding of Projects by Type

Project Type*	Successful		Unsuccessful	
	£ k	% of funding from CCI	£ k	% of funding from CCI
Path construction	382	49	2,886	29
Parking/cycle to work	142	56	259	59
Safer Routes to School	235	45	440	47
Cycle publicity and promotion	122	54	138	42
Cycle purchase/hire	100	16	272	50
Integrating cycles with PT	510	35	74	12
Training/information/clubs	66	56	482	42

*The full project values have been allocated to the category which best describes the main activity, even though secondary activities and expenditure may fall within another category

2.5 The most successful projects in obtaining funding were those integrating cycling with public transport and publicity initiatives. These achieved 87% and 47% respectively of the total funding sought. The least successful projects in obtaining funding were for cycle route construction and cycle training/information/support for cycle clubs, which achieved only 12% of the funding bids. There will have been many reasons for this based upon the individual projects, but it is consistent with the CCI's emphasis on innovation that less innovative activities such as cycle route construction were least successful.

2.6 Table 2 summarises funding under the CCI.

Table 2 - CCI funding for successful projects

Project Type	% of programme bids	% of bid funding successful	CCI funding £ k	% of CCI funding £ k
Route construction	54	12	187	29
Parking/cycle to work	7	35	79	12
Safer Routes to School	11	35	105	16
Publicity/promotion	4	47	65	10
Cycle purchase/hire	6	27	16	2
Integrating cycles with PT	10	87	178	27
Training/information/clubs	9	12	36	6

2.7 Although route construction was the least successful type of measure in obtaining funding in percentage terms, it was still awarded more funding from the CCI than any other type of project. The CCI will have helped to fund some of the best schemes in Scotland but this emphasises that there is a large programme of other potential cycle route construction projects across Scotland awaiting funding by local authorities and others.

2.8 There were several submissions for funding of one-off cycle club events (totalling over £200k) but none of these was successful. Instead support was given to training and information initiatives by clubs and other organisations in ways which were anticipated to have a longer-term impact.

2.9 Although cycle promotion projects using maps and other literature were relatively successful in obtaining funding, their total cost was only 10% of the CCI programme due to the relatively low cost of such initiatives.

2.10 There was no clear influence from the type of organisation making the bid, although Table 3 shows that Councils were slightly less successful and voluntary organisations slightly more successful than the average.

Table 3 - Organisations bidding to CCI

Type of organisation	Successful	Unsuccessful
local authorities	17	22
voluntary organisations	9	7
health sector	6	8
private companies	3	4
others	2	2
Total	37	43

2.11 It is also interesting to compare the Scottish CCI programme with the equivalent cycle challenge programme in England. Table 4 shows that the general make up of the programmes was broadly similar but three key areas of difference are of note:

- The English programme did not fund any new cycle route construction, with the exception of short sections as part of Safer Routes to School schemes.
- There was a much greater emphasis in England on new cycle parking and cycle centres, particularly supporting travel to work initiatives. This accounted for nearly half the total project expenditure in England in contrast with only nine per cent in Scotland.
- Several cycling publicity events were funded under the English scheme which accounts for the higher average expenditure per project on the cycle promotion and information project types in England.

Table 4 - Comparison of Scottish and English Cycle Challenge Initiatives

Project Type	Number of projects (% of total)		Total project cost (£) (% of total project costs)	
	Scotland	England	Scotland	England
Route construction	7 (19%)	0 (0%)	382 (25%)	0 (0%)
Parking/cycle to work	8 (22%)	20 (32%)	142 (9%)	1,787,330 (49%)
Safer Routes to School	4 (11%)	3 (5%)	235 (15%)	530,678 (15%)
Publicity/promotion	8 (22%)	16 (25%)	122 (8%)	521,550 (14%)
Cycle purchase/hire	4 (11%)	6 (10%)	100 (6%)	46,044 (1%)
Integrating cycles with PT	2 (5%)	11 (18%)	510 (33%)	538,693 (15%)
Training/information/clubs	4 (11%)	6 (10%)	66 (4%)	238,017 (6%)

2.12 The administration of the Scottish CCI sought to learn from the English scheme and this research can similarly build upon the lessons from England (MVA 1998), particularly where the English schemes have tested comparable measures to those in Scotland.

3. PROJECT EVALUATION FRAMEWORK

- 3.1 The CCI aims, set out in paragraph 2.3, provided the context for the evaluation framework. These programme aims will have been reflected within individual projects, but the projects will also have their own local objectives. The project evaluation framework was structured to account for the strategic and local context.
- 3.2 Progress towards each of the CCI objectives also depends upon a well-managed approach within which obstacles to progress can be overcome, accountabilities are clear, and efficient well-structured procedures are in place. Therefore in addition to the main CCI criteria, the approach to management and administration was included.
- 3.3 The balance of emphasis and importance of each of these objectives varies significantly across the projects. The evaluation framework allowed a consistent approach to be taken to the various qualitative and quantitative measures when evaluating and comparing the projects.
- 3.4 The evaluation framework adopted four main criteria (A, B, C, D) covering the process, outputs and outcomes of projects. These are shown together with a number of sub-criteria below:

A: *Project Specification*

B: *Management and Resourcing*

- project management
- expenditure

C: *Impact Assessment*

- Increase cycling levels
- Raise awareness of cycling
- Integration with other policies
- Value for money

D: *Project Development*

- Innovation
- Transferability to other projects
- Practical sustainability

- 3.5 The framework was structured to separate project management and development issues from an assessment of project impacts. Issues such as good management, good project selection, innovation etc do not in themselves make any impact on cycling in Scotland but they are an essential part of a successful CCI project and an important part of the appraisal.

- 3.6 Other outputs and outcomes such as the impact on awareness of cycling, integration with wider policies, and whether the project represents good value for money can help to identify successful techniques for promoting cycling.
- 3.7 Each project will have had its own objectives and, although these must have overlapped with the CCI objectives to an extent to allow funding under this programme, the local project objectives will be an important factor in providing the context for the appraisal. For example a major employer may have regarded the provision of cycle parking as important for public relations rather than of being of any more practical benefit for cycling. As the image of cycling changes, these motivating factors are likely also to change. Therefore it cannot necessarily be implied that a project adopting a particular approach in 1997 would succeed in the same way in 2000. Specific appraisal criteria covering the transferability of projects and their practical sustainability have therefore been included.
- 3.8 The appraisal of projects against the criteria used the available data as consistently as possible across the wide range of project types. The indicators used to measure the success of projects against the appraisal criteria are shown in Table 5.

Table 5 - Project Appraisal Measures and Indicators

Criterion/Sub-criterion	Measure/Indicator
A. Project specification	
Objectives	Statements based upon Scottish Executive project selection.
Main elements	
Reasons for inclusion in CCI	
B. Management and Resourcing	
<i>Project management</i>	
Staffing and people management	Clarity and effectiveness in the management of resources and responsibilities
Programming	Out-turn compared with planned
Cost	Out-turn compared with planned
Purchasing	Tendering/pricing approach
Feedback and monitoring	The effectiveness of the procedures put in place to identify project impacts
Risk management	How risks were managed on project including project promotion and safety issues
<i>Increasing expenditure levels on cycling</i>	
Total expenditure	£
Funding summary by source	£
CCI expenditure as % of total	%

C. Impact Assessment	
<i>Increase levels of cycling</i>	
Overall cycling levels	Any increase in overall cycling activity based upon the best available statistics for the relevant area and project.
Impact on target market	The clarity with which the target user groups were defined and the impact on cycling levels amongst these groups.
<i>Raise awareness of cycling</i>	
Overall marketing activity	The contribution to making cycling a mainstream activity for more people and the impact on the general awareness of cycling and its benefits as a result of publicity, signing etc.
Impact on target market	Increase in the proportion of the target group prepared to consider cycling and impact on the general awareness of the target group.
<i>Integration of cycling with other policies</i>	
National transport	Consistency of approach with national transport policy, and National Cycling Strategy, including national targets.
Local Transport	Consistency with local transport policy including any cycling policies and popularity of measures with local people and target groups.
Road safety	Quality of cycle audit or safety audit and other safety planning procedures such as project safety policies and views of local cyclists and others of the changes in the level of danger.
Social Inclusion	Impacts on socially excluded target groups
Economic development	Impacts on economic development policies such as increasing tourism
Health	Involvement of health authority in implementation, monitoring etc. and any measured changes in health statistics for target population groups.
Education	Joint working with schools, impact on school travel mode and support for education objectives.
Environmental protection/enhancement	Reduction in road or parking space associated with a reallocation of space for cycling, reductions in road traffic levels, and landscape and ecological benefits.
<i>Value for money</i>	
Engineering	Consistency with design and construction guidance and the extent to which the design standards are appropriate for the target user groups. Reductions in cycle thefts/impacts on cycle security/perceived safety and security.
Publicity	Extent to which best practice was followed in publicity including for cycle maps and leaflets and whether the materials produced have been used.
Financial sustainability	Level of maintenance costs arising from new infrastructure and level of on-going subsidy needed for non-infrastructure measures.
D. Project development	
Innovation	Principally innovation within the UK but innovation internationally or within Scotland will also be relevant.
Transferability to projects elsewhere	Transferability of techniques, skills, methods, materials in 2000.
Practical sustainability	Whether the project concepts are still applicable and whether there are obstacles to continuing the project.

4. PROJECT ASSESSMENTS

4.1 Grant was awarded to 37 projects, and 35 of these were subsequently completed. Chapter 3 described the evaluation framework for the review of the 35 completed projects. This Chapter summarises the results of the project assessments.

4.2 The review of each project comprised:

- Collation of the project documentation. The starting point for this was the information on the project files held by the Scottish Executive. This was supplemented by additional drawings, reports, and other documents obtained directly from the project managers, particularly where significant engineering works were involved.
- Telephone interviews with project managers. In many cases the discussions with the project managers identified other people who were closely involved with the project and these people were also contacted. The names of all people spoken to are included on the project reports.

4.3 Patterns of cycle travel are less regular than for motorised modes and this means that national monitoring of cycle levels is difficult. The CCI projects offered an opportunity to identify impacts locally to improve understanding of the role of different types of initiative in promoting cycling. This would not only support the further development of the CCI schemes but would help with the planning of new initiatives to encourage cycling.

4.4 The conditions for award of grant under the CCI required project managers to confirm that they would undertake monitoring and prepare evaluation reports describing their findings. Although all 35 project managers had accepted these conditions, evaluation reports were not available on some projects and for others the evaluation reports were little more than a statement that the project had been completed. Only 26 evaluation reports were available, and of these 3 provided no information about the impacts or estimated impacts of projects. Even where some attempt had been made at project evaluation, most reports were based mainly on unsubstantiated opinion rather than firm data. Most project reports commented that further monitoring was planned in the future.

4.5 Some Councils, voluntary groups and health sector organisations produced good monitoring reports but all these types of organisation were also represented amongst those who did not produce reports. The projects run by companies all produced monitoring reports. There appears to have been several reasons why the grant conditions were not treated with the respect which the Scottish Executive had anticipated:

- There were conflicting accountabilities for some project managers and senior management tolerance, rather than support, for projects extended to project delivery but not monitoring.
- Some projects were not as successful as had been hoped and there was a reluctance to publicise this.

- Managers felt unable to undertake effective monitoring since the effects of projects were not easy to measure. Although techniques for monitoring cycle use improved significantly during the 1990s, awareness of these for the baseline monitoring in 1998 was not as good as it might have been.
- 4.6 Overall there was very little information in the evaluation reports about the impacts of projects on levels of cycling or other indicators of success. The project assessments were therefore based largely upon the surveys of project managers and other key contacts.
- 4.7 A completed assessment for each of the 35 projects is shown in Appendix A. Findings from these appraisals are discussed as part of the programme appraisal in Section 6 of this report. Table 6 illustrates some of the main lessons from the projects.
- 4.8 In future initiatives, the Scottish Executive might consider issuing a form for completion at the end of the project. This should help to ensure that more reports are completed, and would help to standardise the information supplied. This would be helpful both for project managers and for overall programme evaluation.

Table 6 - Some Lessons from the Cycle Challenge Projects

No.	Project	Key Lessons
3	Downfield Surgery Dundee - The Lifestyle Project	<ul style="list-style-type: none"> • Cycle promotion needs to respect and work within the community structures. Schemes which seek to change attitudes and behaviour need to be phased-in gradually over a longer period of time than was available for this project.
5	Shetland Community Bicycle Scheme	<ul style="list-style-type: none"> • Partnership projects require a champion with the skills to tackle problems and overcome obstacles.
6	Fife Council - Cycle Centre in Cupar	<ul style="list-style-type: none"> • People's optimism that they will cycle if facilities are provided will not necessarily be reflected in practice. • It can be difficult to attract people from other workplaces to a cycle centre located in a central workplace.
7	Queen Margaret Hospital NHS Trust Dunfermline - Cycle Parking and Routes	<ul style="list-style-type: none"> • Promotion of cycling at the workplace needs to be part of a managed approach. Simply constructing facilities will not in itself be successful.
10	Clackmannanshire Council Countryside Cycle Network Construction and Marketing	<ul style="list-style-type: none"> • It becomes easier to attract additional partners to a project when there are already several existing partners involved, so attracting support at the outset can be a challenge. • New cycle routes can change the perception of unemployed people about how far they can travel by bike to work.
12	Orkney Islands Council - Safer Routes to School	<ul style="list-style-type: none"> • Integrated working reaps major benefits. In particular, links between transport and planning allow development gain for cycling and links between transport and education help effective solutions to be planned.
13	Highland Cycle Campaign - Cycle Promotion	<ul style="list-style-type: none"> • If enthusiasm and voluntary time can be captured and channelled towards practical measures, then good value solutions are assisted.
14	Inverclyde Council - Cycle Parking and Publicity	<ul style="list-style-type: none"> • In deprived areas cycling can be viewed antagonistically by some adults, so exploiting the links with the health service and working with children are important.

16	SPOKES - Cycle Maps and Surveys	<ul style="list-style-type: none"> • It is relatively easy to identify people who might be willing to cycle more and target cycle promotion activity at them. • The provision of maps can have a significant impact on leisure cycling activity but the impacts on cycling for transport are less clear.
17	Dundee Teaching Hospital NHS Trust - Cycle Parking	<ul style="list-style-type: none"> • Secure cycle lockers are much appreciated by cyclists, particularly those with more expensive bikes, and the provision of lockers helps to maintain commitment to cycling. However, the impact of the facilities on attracting new cyclists is not so apparent.
20	Friends of the Earth - Publicity on Bike to Work	<ul style="list-style-type: none"> • Cycle promotion at the workplace is best carried out as part of a comprehensive and managed approach to travel planning.
23	Raigmore Hospital NHS Trust, Inverness - Cycle Parking and Routes	<ul style="list-style-type: none"> • A comprehensive approach to workplace travel planning can help to build a positive cycle culture within an organisation.
24	Highland Council - Nairn Academy SRTS	<ul style="list-style-type: none"> • For SRTS schemes to be successful, community involvement is essential.
25	Glasgow City Council (Roads and Transport) - Holyrood Fit For Life	<ul style="list-style-type: none"> • It is difficult to influence schools from within a Council Roads and Transport Department without strong support from parents and pupils.
27	Moray Council - Cycle Maps and Signs	<ul style="list-style-type: none"> • There is a growing market for maps supporting leisure cycling including by tourists.
37	Aberdeen City Council - Cove Cycle Routes	<ul style="list-style-type: none"> • A flexible approach to project management and community involvement can reap major benefits in terms of fund assembly and increased cycling.
39	Transport Management Solutions - Bikes on Buses	<ul style="list-style-type: none"> • Achieving practical solutions for bikes on buses is not straightforward in either administrative or technical terms.
40	PAMIS/ENABLE Glasgow Project - Cycles for Disabled People	<ul style="list-style-type: none"> • There are many designs of cycles available which can enable cycling by all sections of society.
43	Cyclists Touring Club (CTC) Scotland - Cycle Information Hub	<ul style="list-style-type: none"> • Information hubs will only be successful if they provide useful information in a better or more comprehensive way than other alternatives and are kept up to date.
48	Lothian Safe Routes - Support for SRTS	<ul style="list-style-type: none"> • People promoting new initiatives welcome helpful sources of advice. Where people cannot always be available by telephone it is efficient to use the internet to make expert advice available.
49	Roseburn School - Cycle Club	<ul style="list-style-type: none"> • Cycle clubs can be useful ways to get people involved in cycling, keep them cycling and improve cyclists' safety, but they depend upon a large input of voluntary time.
56/ 58	East Dunbartonshire Council - Cycle Leaflet and Cycle Route	<ul style="list-style-type: none"> • A planned approach to cycle network development linked with the integrated transport plans in an area can help to make cycling a more attractive mode.
59	Angus Council - Cycle Hire	<ul style="list-style-type: none"> • There is a limited market for cycle hire in many locations.
61	Glasgow City Council (Parks and Recreation) - Cycle Training	<ul style="list-style-type: none"> • Cycling can help to support health and social development activities.
62	South Lanarkshire Council - East Kilbride Cycle Routes and Parking	<ul style="list-style-type: none"> • There is an ongoing need for the construction of more cycle routes.
63	Aberdeen Cyrenians - Cycle Pool	<ul style="list-style-type: none"> • For some groups in society cycling opportunities can be important in helping to facilitate major lifestyle changes.
64	Kinross-shire Community Action Project - Cycle Route	<ul style="list-style-type: none"> • Site supervision of contractors is often necessary to ensure quality construction work.
66	Aberdeenshire Council - Bike Parking at Rail Stations	<ul style="list-style-type: none"> • Partnership projects are vulnerable to delay since each partner will have their own constraints on project delivery and sometimes these constraints conflict.

69	Forestry Commission - Cycle Route Construction	<ul style="list-style-type: none"> • If quality leisure cycle networks are provided, they can attract heavy cycle usage.
70	First Aberdeen Ltd. - Bike and Ride	<ul style="list-style-type: none"> • Bus companies recognise the need to provide more choice in the way people travel. However bus-based bike and ride and car park and ride serve different travel markets so the car and cycle parking sites will not always coincide.
72	Sustrans - Cycle Route in Rouken Glen Park	<ul style="list-style-type: none"> • Shared walking and cycling paths can work in practice.
76	Dundee City Council - SRTS	<ul style="list-style-type: none"> • New cycle paths can help to generate cycle trips for transport if the route design takes account of people's travel needs.
79	Aberdeenshire Council - Cycle Leaflets	<ul style="list-style-type: none"> • Promoting projects involving the railway industry can take a long time and once deadlines are missed in project delivery, delays can escalate.
80	ScotRail Railways - Bikes on Trains	<ul style="list-style-type: none"> • Cycle and train travel often work well together and this is increasing the need for cycle travel on trains, particularly where they serve a tourism market. • Once catering for cycles has become part of the culture of an organisation, it is not costly to take account of future needs in day-to-day decisions.

5. CASE STUDIES

- 5.1 During the surveys of project managers, all managers were asked whether or not they would be willing for their project to be the subject of a case study. In all cases the managers were willing but some expressed reservations about the value of such work for their project.
- 5.2 Sixteen projects were selected for more detailed examination through case studies. In some cases the projects have been chosen because they worked well, and in other situations there are lessons to be learned from the failure of the projects to achieve their stated objectives. In selecting the studies, a balance of project type, geographical location, type of managing organisation, and success of scheme has been sought. The selected projects are as follows:
- Project 3: Downfield Surgery Dundee - The Lifestyle Project
 - Project 6 : Fife Council - Cycle Centre in Cupar
 - Project 10: Clackmannanshire Council - Countryside Cycle Network Construction and Marketing
 - Project 13: Highland Cycle Campaign - Cycle Promotion
 - Project 16: SPOKES - Cycle Maps and Surveys
 - Project 17: Dundee Teaching Hospital NHS Trust - Cycle Parking
 - Project 23: Raigmore Hospital NHS Trust, Inverness - Cycle Parking and Routes
 - Project 37: Aberdeen City Council - Cove Cycle Routes
 - Project 39: Transport Management Solutions - Bikes on Buses
 - Project 43: Cyclists Touring Club (CTC) Scotland - Cycle Information Hub
 - Project 49: Roseburn School - Cycle Club
 - Project 63: Aberdeen Cyrennians - Cycle Pool
 - Project 66: Aberdeenshire Council - Bike Parking at Rail Stations
 - Project 69: Forestry Commission - Cycle Route Construction
 - Project 70: First Aberdeen Ltd. - Bike and Ride
 - Project 80: ScotRail Railways - Bikes on Trains
- 5.3 The detailed findings of each of these case studies are described in Appendix B. These set out the background to each of the projects, explain how the projects were developed and resourced, and set out the main achievements and what has been learned. Some of the main findings are summarised below.

Downfield Surgery Dundee - The Lifestyle Project

<i>Main reason for selection as case study</i>	The growing importance of cycling within health promotion requires a better understanding of attitudes of target groups and the potential for cycle promotion activities to succeed.
<i>Main achievements and problems</i>	The extensive media coverage of the project will have helped to boost the image of cycling as a means of improving people's health but cycling has not yet become an accepted activity for obese people in the Downfield area of Dundee.
<i>Key lessons learned</i>	Success is most likely through incremental change building upon achievements and working within accepted community structures. Evidence from health promotion programmes suggests that the change in attitudes from 'pre-contemplation' to the 'action' (i.e. cycling) may take longer than the timescale of the cycle challenge project for most individuals.

Fife Council - Cycle Centre in Cupar

<i>Main reason for selection as case study</i>	Councils have an important role as community leaders and promoters of best practice. This project sought to develop this leadership role for cycling to work for the business community in Cupar.
<i>Main achievements and problems</i>	The new facilities have been much appreciated by the cyclists within the Council who campaigned for better facilities. However the impact beyond these employees has been much more limited than had been hoped.
<i>Key lessons learned</i>	Improving cycle facilities is only one element in managing increased cycling to work.

Clackmannanshire Council Countryside Cycle Network Construction and Marketing

<i>Main reason for selection as case study</i>	Cycling has potential as an economic development activity but a better understanding is needed of how to develop links between the relevant bodies to realise this potential.
<i>Main achievements and problems</i>	The new cycle network is a major asset for the area and appears to be attracting many visitors. Some visitors have been observed to use the new map. If these achievements are to be built upon then effective targeting of action will depend upon improved monitoring of the impacts to date.
<i>Key lessons learned</i>	A big vision for network development is more successful in attracting funding than the discrete projects which collectively make up the network.

Highland Cycle Campaign - Cycle Promotion

<i>Main reason for selection as case study</i>	This project tackled cycling promotion very broadly and there is potential to learn lessons from its successes and failures.
<i>Main achievements and problems</i>	There are more cycle-friendly employers as a result of the project but attempts to engage individuals as opposed to businesses were less successful.
<i>Key lessons learned</i>	Publicity about things that are working is the single most important element in promoting wider cycle use. However a champion is required in any organisation with the time and power to facilitate change.

SPOKES - Cycle Maps and Surveys

<i>Main reason for selection as case study</i>	The project sought to take a targeted approach to cycle promotion and there are lessons to learn from both the project achievements and its administration.
<i>Main achievements and problems</i>	The project achieved a demonstrable increase in leisure cycling and identified a good value approach to the targeting of cycle promotion activity.
<i>Key lessons learned</i>	Voluntary organisations can deliver high quality good value projects. However the efficiency and accountability of project management needs to be considered carefully at the start of the project.

Dundee Teaching Hospital NHS Trust - Cycle Parking

<i>Main reason for selection as case study</i>	Cycle parking issues for a major city employer are of relevance to many similar organisations.
<i>Main achievements and problems</i>	Secure pens have been successfully used for cycle storage at much lower cost than the provision of secure lockers. However, for occasional cyclists who are unable to use the secure pens, there are still security problems with the Sheffield cycle stands, demonstrating the need for further measures such as CCTV.
<i>Key lessons learned</i>	Deposits for keys, as opposed to rental, can lead to inefficient allocation of keys. As people change work patterns it is important to incentivise staff to pass on keys to higher priority users.

Raigmore Hospital NHS Trust, Inverness - Cycle Parking and Routes

Main reason for selection as case study	This project demonstrates how good practice at the workplace can make a significant impact.
Main achievements and problems	Cycling to work at the hospital has increased from two per cent to five per cent of the workforce. Maintaining high utilisation of secure cycle lockers is not straightforward to administer.
Key lessons learned	Major employers in Scotland can achieve the sort of levels of cycling more typical elsewhere in Europe but only if a comprehensive approach is taken to travel planning, involving the employer working closely with the local Council on infrastructure issues.

Aberdeen City Council - Cove Cycle Routes

Main reason for selection as case study	With a high level of new development taking place in the area, this project illustrates how the Council sought to develop a new cycle network as part of the new and existing infrastructure.
Main achievements and problems	The Council was able to explore new ways of working with the community through this project and there appears to have been an increase in cycling on some of the routes. However the major investment in the Toucan crossing which was the largest single part of the project has not yet attracted the planned use.
Key lessons learned	As a result of joint working with developers and agencies more was achieved than was originally planned, but increased Council staff resources would be required to realise more of the potential benefits from the new infrastructure.

Transport Management Solutions - Bikes on Buses

Main reason for selection as case study	This project illustrates some of the challenges involved in developing new facilities for carrying bikes on buses.
Main achievements and problems	There have been a small number of additional bikes carried by Stagecoach buses but it is not clear how users perceive the improvements over the previous arrangements where bikes were not secured within the luggage lockers. The new facilities have not yet been marketed.
Key lessons learned	Bike carriage is unlikely to be a commercial activity for bus companies, using the cycle carriage arrangements trialled on these long distance coach services. For more local services, it does not appear that current safety concerns in the UK about installing external bike racks on the front of buses can be overcome at present.

Cyclists' Touring Club (CTC) Scotland - Cycle Information Hub

<i>Main reason for selection as case study</i>	The internet offers a major opportunity for wider promotion of cycling and there is potential to learn from this project about the problems and successes.
<i>Main achievements and problems</i>	The web site has been accessed by people from around the world. It has been used most in the summer, which suggests that people are using it with an intention to cycle. The project experienced problems achieving a comprehensive source of information which could be easily updated and maintained.
<i>Key lessons learned</i>	An information hub will only be successful if it is the easiest way to obtain information which is both complete and up-to-date. Mechanisms to maintain and update the "Scottish Cycling" web site should be defined at the outset.

Roseburn School - Cycle Club

<i>Main reason for selection as case study</i>	Information on how cycle clubs can work and how best to promote the development of more clubs has wide application to other schools in the UK.
<i>Main achievements and problems</i>	With minimal financial resources the club has made a significant impact on the safety and enjoyment of cycling for a small group of children. However the resourcing and success depends upon a major investment of voluntary time by one individual. This resource was no longer available after about two years so the club has ceased to operate.
<i>Key lessons learned</i>	One individual who is prepared to commit time to cycle training and promotion can make a significant difference but there is a need to use short term initiatives to build longer term sustainable administrative structures.

Aberdeen Cyrennians - Cycle Pool

<i>Main reason for selection as case study</i>	This project, which examines whether supporting cycle purchase leads to use, has important implications for employer-led cycle promotion initiatives, and social inclusion projects.
<i>Main achievements and problems</i>	The use of the bikes has been very successful as part of a comprehensive social inclusion programme. However, not all the essential elements of the project were identified at the outset. Secure bike storage and training were two major obstacles omitted from the original project plans.
<i>Key lessons learned</i>	Cycle ownership in itself does not guarantee use but it appears to help by providing ready access to a bicycle at all times. Organisations must take account of all the obstacles to cycle use including the need for training.

Aberdeenshire Council - Bike Parking at Rail Stations

<i>Main reason for selection as case study</i>	Lessons can be learned about the administrative and practical difficulties for a Council promoting cycle improvements at railway stations.
<i>Main achievements and problems</i>	Despite the administrative complexities of promoting the project, the lockers are now installed. However the difficulties in completing the project were underestimated by the Council and the lockers have not yet been put into use.
<i>Key lessons learned</i>	Lines of communication and responsibility should be addressed at the outset of the project, particularly where there are several partners and major differences in organisational culture.

Forestry Commission - Cycle Route Construction

<i>Main reason for selection as case study</i>	This project is a good example of a successful project promoting a leisure cycling attraction.
<i>Main achievements and problems</i>	<p>A large increase in leisure cycling has been achieved, with about 35,000 cyclists visiting Glentress Forest in 1999. Most of the cyclists arrive by car which suggests that the project has induced some new car trips.</p> <p>The demand for information about the facilities was underestimated and leaflets have been out of stock for some months. This is being overcome with a new updated leaflet covering further development of routes and facilities within the Forest.</p>
<i>Key lessons learned</i>	There is considerable demand for increased leisure cycling and where new facilities are provided they are much appreciated. Forest Enterprise includes the promotion of cycle facilities as a core objective of the organisation and is well able to resource and manage cycle infrastructure projects.

First Aberdeen Ltd. - Bike and Ride

<i>Main reason for selection as case study</i>	Bike and ride has potential to be widely applicable elsewhere; this project identifies many of the issues involved in providing the infrastructure improvements.
<i>Main achievements and problems</i>	The lockers were procured and installed efficiently. However the use of them has been limited probably because the Bridge of Don site is not well located for a cycle/ bus interchange.
<i>Key lessons learned</i>	It is cheaper to provide cycle lockers than additional car park spaces, and there should be potential for similar schemes at other suitable transport interchanges. The security of the design of lockers tested (with cyclists providing their own lock and the bike inside being visible from outside) has been adequate for the park and ride site which is manned, but greater security may be needed elsewhere.

ScotRail Railways - Bikes on Trains

<i>Main reason for selection as case study</i>	Better integration between bikes and trains is sought by many cyclists. This project demonstrates how this can be achieved.
<i>Main achievements and problems</i>	There has been a major change in the culture of ScotRail to take a positive approach to solving cycle carriage problems. Significant capacity improvements have been made on the ScotRail rolling stock. Although ScotRail underestimated the staff resources required to promote the project, they completed the work on time.
<i>Key lessons learned</i>	The initial major improvements involved significant financial resources. However now these are complete, it requires no more resources to work proactively with cyclists on further improvements than it would to adopt a defensive approach.

6. PROGRAMME ASSESSMENT

- 6.1 The individual projects provide important information on the effectiveness of different types of cycling promotion project, and lessons on how to maximise the benefits of each kind of initiative. Key conclusions are identified in the project assessments (Chapter 4 and Appendix A) and the case studies (Chapter 5 and Appendix B). Throughout this section, projects are referred to by the reference numbers shown in Table 6 and Appendix A.
- 6.2 This Chapter looks at the projects collectively to assess the overall impacts of the CCI programme. The programme assessment has been structured under the same main themes as has been used for the project assessments, but with the omission of Project Specification. The themes are as follows:

General

- Project and programme management
- Funding issues

Impact assessment

- Increase levels of cycling
- Raise awareness of cycling
- Integration of cycling with other policies
- Value for money

Project Development

- Innovation
- Transferability
- Practical sustainability

Project and programme management

- 6.3 32 of the 35 completed projects appear to have been successfully managed, and these 32 account for over 90 per cent of the total CCI funding. Of these projects, 19 were clearly well-managed with no unmanaged delays and with the necessary commitments by project managers to overcome difficulties.
- 6.4 Three projects would have benefited from stronger management (Projects 39 - Bikes on Buses, 43 - Cycle Information Hub and 79 - Aberdeenshire Cycle Leaflets) but these accounted for less than £50,000 of CCI funding. The common concern with all of these projects was that, when difficulties were encountered, insufficient action was taken to overcome them. As a result, these projects were not fully implemented within the project timescale, although in each case action is still underway to complete the work.

- 6.5 The programme management was a major resource commitment for the Scottish Executive to undertake in-house. The English Cycle Challenge appointed a consultant to deal with day-to-day issues, allowing the Government to restrict its involvement to more strategic issues. However in Scotland both the strategic direction and day-to-day issues were managed successfully.
- 6.6 The projects demonstrate that efficient and accountable approaches were possible for each type of project and organisation. However, some project managers suggested that the Scottish Executive should have streamlined its procedures to suit their needs. The Scottish Executive needed to ensure accountable procedures for even small sums of money and this was not always understood. The CCI demonstrates how such problems can be overcome and some of the main lessons learned, which could assist with future programme management approaches, are as follows.
- Projects which involved each element of the work being tendered separately, and submitted to the Executive for approval, proved cumbersome. It was preferable for the entire project including project management to be tendered at the outset to obtain best value throughout the project and ensure that project management was properly resourced.
 - Where the Scottish Executive was a minority stakeholder in the project, greater recognition could have been taken of the needs and procedures of other partners. The Scottish Executive needed to ensure good value for the public money invested, but did not always need to become involved in the detailed accountability for other project funding.
 - The reporting and auditing principles applied to all the projects, but the form of the guidance was more suitable for larger schemes. For example a project manager on a scheme receiving only a few hundred pounds was likely to be swamped by the guidance. Structuring the guidance and conditions of grant to make them easier to understand for small projects would have been helpful.
- 6.7 Funding for a single year was necessary due to the objectives of the CCI. Where longer-term programmes can be achieved, then more efficient project and programme management should be possible through a more structured approach to the management of staff and other resources. However the decision to allow generous timescales for bidding and planning of CCI projects was widely welcomed by project managers given the constraints of a one-year programme.

Funding issues

- 6.8 Although £0.65 million of CCI funding was awarded, the final programme cost was £0.58 million as a result of a reduced number of projects, the reduced scale of some projects, and some cost savings resulting from lower than expected tender prices. CCI funding comprised 29 per cent of the total cost of the projects, which amounted to nearly £2 million. The path construction projects were generally funded by more partners and for these the CCI funding proportion was only 21 per cent of the total project cost. The projects with the

highest proportion of CCI funding at 50 per cent were the publicity initiatives but the total cost of these was only £170,000.

- 6.9 Despite the decrease in the total CCI funding, the overall programme *value* increased. This was mainly due to a few large infrastructure projects where the CCI funding was used (post award) to attract additional funding, allowing the scale of the projects to be increased. For example Aberdeen City Council was able to attract additional funding from local businesses, developer contributions and Council budgets, increasing the total project expenditure from £30,000 when the CCI award was made to £140,000 on completion.
- 6.10 The experience of several project managers was that the ease of attracting more funding partners to a project increases with the number of partners already involved. In particular, the Scottish Executive CCI funding gave other potential partners the confidence to invest in some projects. Many cycling projects have wide benefits for health, environment, education and economy, so partnership funding is likely to continue to be important. The CCI demonstrates that Scottish Executive contributions, of as little as 8 or 9 per cent of the full project value, can sometimes be sufficient to pump prime successful projects.
- 6.11 Partnership funding was also helped by the generous timescales allowed for planning and implementing the CCI projects. Although this time was not always used as effectively as it might have been for developing partnership funding, it did at least allow the opportunity for project managers to investigate options and develop proposals.

Increase levels of cycling

- 6.12 Robust data on cycling levels were generally not available for projects either before or after they were implemented. Project managers were therefore asked for their views on what impact had been made on cycling levels, and what evidence they had to support their view. Table 7 shows the types of projects for which managers suggested that there had been an increase in cycling.

Table 7 – Project types increasing cycle levels

Project type	Total number	Projects increasing target market		Projects increasing overall cycle levels	
		no.	%	no.	%
Publicity, maps, etc.	9	4	44	3	33
Path construction	7	7	100	5	71
Cycle purchase	5	2	40	0	0
Safer Routes to School	4	3	75	2	50
Cycle parking/workplace facilities	4	3	75	0	0
Cycle access to public transport	4	1	25	1	25
Cycle clubs	2	1	50	0	0
Total	35	21	60	11	31

- 6.13 These figures need to be treated with caution. For example, a project manager who observes significant usage of a new cycle path may be more confident about the impacts of their project than a project manager who has undertaken a publicity initiative where the impacts are less easy to define. With this proviso, it does appear that, within the timescale of the projects, some types of initiative

have been more successful than others, in increasing cycle usage. Overall, the most successful projects at increasing cycle usage were path construction and the least successful cycle purchase.

- 6.14 Overall, projects were more successful when implemented within broader programmes such as business travel planning or health promotion. This was particularly true for the cycle parking initiatives. More successful schemes such as Raigmore Hospital in Inverness relied upon a Hospital Trust that was keen to try new ideas and had a strong commitment to a hospital travel plan. This observation supports the conclusion of recent attitudinal research (Davies et al 1997) that successful strategies to increase cycling will need to address issues such as personal image and societal norms through targeted promotional messages to both individuals and to institutions (employers, local authorities, and other social influencers).
- 6.15 The need for a holistic approach was also illustrated by comparing project no. 3 (Downfield Surgery) with no. 63 (Aberdeen Cyrenians). Both involved the purchase of bikes to allow cycling by a clearly defined target group, where health and other benefits were anticipated. In the case of project 3, the target group was unwilling to consider cycling even though the cycling was being promoted as part of a well-managed healthcare programme. The cycle initiative was not perceived as consistent with accepted community norms, at least within the timescale of operation of the project. In contrast the target group for project 63 welcomed the new cycling opportunities, which were promoted and managed by accepted leaders within the organisation, and the cycles have been widely used.
- 6.16 It might have been expected that project managers would over-estimate the impacts of their projects on cycle usage. However for 14 projects, managers noted that there had been no impact on the target group and for 24 projects no impact on overall cycling levels. All these projects started with the expectation that an increase in cycling could be achieved for a target group. Perhaps the main message from these projects is that although in each case one obstacle to cycling has been overcome, there are other obstacles which still act as a deterrent. This reinforces the points above that success requires a comprehensive approach and flexible management.
- 6.17 When the cost of projects is considered (Table 8) it is found that even small projects can be effective for a defined target market. However the larger projects are much more likely to deliver a general increase in cycling.

Table 8 – Project costs and impact on cycle levels

Project cost	Total number	Projects increasing target market		Projects increasing overall cycle levels	
		No	%	No	%
<£5,000	5	2	40	0	0
£5,001-£20,000	10	7	70	3	30
£20,001-£50,000	11	5	45	2	18
£50,001 +	9	7	78	6	67
Total	35	21	60	11	31

6.18 It is also interesting to look at the success of projects by project promoter in increasing cycle levels. Table 9 shows that on average the projects managed by voluntary organisations have fared best, followed by companies. There are different challenges faced by each type of organisation, but this finding demonstrates that a wide range of organisations can promote successful projects including voluntary groups and companies.

Table 9 – Project promoter and impact on cycle levels

Project promoter	Total number	Projects increasing target market		Projects increasing overall cycle levels	
		No	%	No	%
Council	16	9	56	6	38
Voluntary	9	7	78	3	33
Health	5	2	40	0	0
Company (private or public)	5	3	60	2	40
Total	35	21	60	11	31

Raise awareness of cycling

6.19 Improved travel awareness might relate to a specific facility or awareness of more general issues such as the health benefits of cycling. 23 projects were estimated to have made an impact on a target group and of these, 19 had an impact on general cycle awareness. Of the four projects which made a local impact but not a general impact, three were cycle purchase schemes.

Integration of cycling with other policies

6.20 Table 10 shows the contribution of the various types of project to wider objectives. (The measure used in Table 10 is the percentage of projects of each type considered to contribute to each objective). There are marked differences between the types of project and the contribution which they make. For example, although 80 per cent of projects contribute to the relevant local transport policy, none of the cycle purchase initiatives is considered to be relevant.

Table 10 - Impacts of projects on wider policies

Policy	% (no.) of projects contributing to policy	Type of project contributing (% of projects by type)						
		<i>Publicity</i>	<i>Path construct</i>	<i>Cycle Purchase</i>	<i>SRTS</i>	<i>Cycle Parking</i>	<i>Cycle/PT</i>	<i>Clubs</i>
National transport	71 (25)	78	86	0	100	100	100	0
Local transport	80 (28)	89	100	0	100	100	100	50
Road safety	37 (13)	22	71	20	75	25	0	50
Social inclusion	25 (9)	11	43	60	25	0	0	50
Economic development	20 (7)	22	43	0	0	0	25	50
Health	31 (11)	56	14	0	25	75	0	50
Education	25 (9)	22	57	0	50	0	0	50
Environment	34 (12)	0	100	0	75	50	0	0

6.21 None of the projects is identified as having a negative impact on these wider policy aims. Although there are often concerns about the road safety

implications of increased cycling, all the projects had taken steps to ensure that safety with the solutions was at least as good as existed prior to the project. Overall, 37 per cent of the projects are estimated to make a positive contribution to road safety. For other policy objectives the impacts are less significant with only 20 per cent of the projects making a positive contribution to economic development aims and 25 percent for social inclusion and education.

6.22 The average contribution for each project to all policies identifies that path construction provides the greatest overall impact on wider objectives, with cycle purchase contributing least.

<i>Project type</i>	<i>Mean contribution</i>
• Path construction	64%
• SRTS	56%
• Cycle parking/workplace facilities	38%
• Publicity	38%
• Cycle clubs	38%
• Cycle access to public transport	28%
• Cycle purchase	10%

(100 % would indicate that every project of a particular type contributed to every policy)

Value for money - Infrastructure

6.23 Value for money was considered for the engineering elements of each project. An important indicator of good value was whether or not a project followed best design practice. The benchmark design documents used in the review were:

- The Institution of Highways & Transportation. Cycle Friendly Infrastructure; Guidelines for Planning and Design. 1996.
- Sustrans. The National Cycle Network – Guidelines and Practical Details. 1997.
- The Scottish Executive. Cycling by Design. 1999.
- HMSO. Traffic Signs Regulations and General Directions. 1994.

6.24 Of the 13 projects involving path construction works, it only proved possible to obtain design and construction drawings and details for seven. However these included most of the largest projects. In most cases where details were available, the layout and specification complied with the national standards. The most frequent departure from best practice related to path width. It appears that a range of factors including limited funding, physical space and environmental impact led designers to specify narrower paths than is desirable. Reduced path width may have safety implications; effects on convenience when passing other cyclists or pedestrians, and the ability to cycle 2 abreast can be an important element of the attractiveness of a route. Path width is the feature of traffic-free paths which contributes greatest weight to the Level of Service score recommended in the IHT Cycle Review Guidelines. However, there was no

suggestion from the project managers that, as yet, these narrow paths have caused problems or resulted in complaints. Narrower paths will only operate safely if the usage is light. As cycle use grows it may be that some of the CCI paths will need to be widened, particularly at bends, but in the absence of safety or other problems at present it cannot be concluded that the value for money has been reduced by these departures from the benchmark guidance.

6.25 Several of the paths involved shared use by pedestrians and cyclists. This was a particular feature of Project 72 - Cycle Route in Rouken Glen Park, which sought to deliver a path suitable for all people including disabled users. During the promotion of the re-determination orders on Project 37 - Cove Cycle Routes, classifying some footpaths as shared cycle pedestrian routes, pedestrian safety concerns were raised by residents of Cove. However the Council was able to allay people's fears during the consultation period and there were no formal objections to the orders. Overall, shared pedestrian/cycle paths appear to have worked well in practice with no recorded problems.

6.26 Some routes involved the widening of existing bitumen macadam footpaths but these were almost the only examples from the CCI of bound construction being used for new cycle routes. In almost all cases where new paths were being constructed, unbound construction was used. The reasons for this include the lower cost, the scope for other leisure uses such as horse riding, and the conditions set by funding partners. Different surfacing materials have merits in different situations. For utility cycling, bound surfaces are generally recommended, offering better skid resistance, lower maintenance costs and a cleaner riding surface in wet weather. For leisure use or in environmentally sensitive locations, an unbound surface is often more appropriate, and offers lower construction costs.

6.27 About a third of the projects involved the installation of cycle stands, lockers or other storage facilities. Sheffield cycle stands were adopted as the norm for most new racks and three different approaches to locker facilities were adopted:

- Individual lockers with security provided by users
- Individual lockers with integral security
- Secure cycle pens

6.28 Whilst there had been vandalism affecting the Sheffield stands on two projects, none of the cycle lockers had suffered from such problems. Some of the project managers had invested in high specification lockers to reduce the susceptibility to vandalism, so this may have been a factor.

6.29 None of the projects included a fully equipped cycle centre of the type funded under the English Cycle Challenge (MVA 1998) with cycle maintenance facilities in addition to lockers, showers, secure parking etc. Some of the Scottish projects (e.g. Project 6 - Cupar Cycle Centre) included fairly comprehensive locker and shower facilities, others (e.g. Project 14 - Inverclyde Cycle Parking) included only basic Sheffield cycle stands, and several (e.g. Project 17 - Dundee NHS Trust Cycle Parking) included secure cycle parking lockers. Of these approaches, the installation of cycle stands and secure cycle lockers

without shower facilities, appeared to give the best return for the investment in terms of use. This reinforces the findings of research for DETR (TRL 1998), reviewing the attitudes of users to alternative cycle parking facilities, which concluded that additional features of a fully equipped cycle centre are appealing and appreciated, but that the overriding need is for protection of bicycles from theft and vandalism.

Value for Money - Financial Sustainability

- 6.30 The financial sustainability of projects was also considered. Most projects had arrangements in place to maintain facilities but it was noted that these funds were often stretched and unable to keep standards at a desirable level. The main factor affecting future funding was likely to be whether or not facilities or other measures were perceived as being useful. For some schemes which were not yet functioning as planned (e.g. Projects 39 - Bikes on Buses and 59 - Angus Cycle Hire) efforts were still underway to improve the effectiveness of the initiatives towards a level that was more likely to be financially sustainable.
- 6.31 There was some concern that the installation of cycle lockers on the CCI projects would lead to an increase in business rates. The contract between the railway companies and Aberdeenshire Council makes the Council liable for any increase in rates as a result of the installation of the lockers. Whilst the railway industry appears to be aware of this problem from their experience elsewhere, most project managers had not budgeted for any increased costs. It appears that lock up facilities for cars and cycles are treated in the same way, both being liable for rates, whereas cycle stands and car park spaces are exempt. Some project managers commented that, if attempts were made to tax cycle facilities which were being installed to help reduce the demand for car spaces, the government would be actively working against its transport policies through its taxation policies.

Value for Money - Publicity

- 6.32 A wide variety of approaches were taken to the procurement of publicity about projects. The cheapest approaches relied heavily upon press coverage of initiatives (e.g. Project 3 - Downfield Surgery). These were considered to be more useful at improving a general background awareness of cycling than helping people to bridge the gap between awareness and cycle use.
- 6.33 Less transient approaches (e.g. Project 56 - East Dunbartonshire Cycle Leaflet) involved the publication of free information leaflets which were distributed in a variety of ways. The main difficulty with this sort of approach lies in achieving targeted distribution to those who are prepared to cycle, but on some projects this was achieved successfully (e.g. Project 80 - Bikes on Trains). For most of the leaflets the value is difficult to gauge since the materials had been distributed through displays in public places and there had been little feedback. On project 16 (Friends of the Earth Bike to Work), door to door distribution of leaflets produced a response of nearly 3%. Where local children or communities had been involved in the process this seemed to work well. These approaches guaranteed that at least those involved in the production of the leaflets, and

probably their friends and families, had benefited through improved awareness of cycling.

- 6.34 The most effective and permanent approaches, as well as the most expensive, relied upon detailed information packages including maps (e.g. Project 27 - Moray Cycle Maps). Although most of these were only available to people who were prepared to purchase them, the financial income allowed the publicity to be maintained on a commercial basis. In nearly all these cases, project managers anticipated that it would be necessary to reprint the materials to cater for ongoing demand.
- 6.35 It is likely that all these approaches to publicity will continue to have a part to play in cycling publicity. To target non-cyclists at pre-contemplation stage, general messages about the positive aspects of cycling will be appropriate. More detailed packages which require the target audience to purchase information will only be appropriate for individuals who are actively considering cycling.

Innovation

- 6.36 CCI provided an opportunity to test new ideas and, when selecting projects, the Scottish Executive sought to include as many of the innovative projects as possible. In the event 10 innovative projects were pursued.
- 6.37 New ideas attract publicity and seven of the innovative projects are considered to have had a positive impact on awareness of cycling. However, only three of the projects resulted in an increase in levels of cycling (Projects 16 - SPOKES Maps and Surveys, 23 - Raigmore Hospital Cycle Parking, and 63 - Aberdeen Cyrenians Cycle Pool). Project 23 applied techniques, which had already been successfully applied at hospitals in England, and was only innovative in a Scottish context. Project 63 was only slightly innovative, since there have been many projects to provide bike pools for specific organisations. Its innovation relied upon a narrow targeting of this type of technique at a socially excluded group.
- 6.38 Project 16 was therefore the only project that was more than slightly innovative and which also achieved an impact on levels of cycling. It adopted a principle of "information trading" which could be applied more generally in promoting integrated transport. In order to receive free maps, people needed to provide information about their patterns of cycle use, which could be used in transport planning. This technique recognises that there are mutual benefits if travellers and transport planners work together to plan transport systems. Transport planning needs better knowledge of the factors affecting travel behaviour, but gathering this information can be a costly and difficult process. However transport planners can provide travellers with useful travel information if there is better data available.
- 6.39 On project 16, the map sales exceeded the forecast, implying that the cycle information provided was of a high quality. The cycle map also included innovative features such as the gradients of routes. This project is now

successfully being repeated within another Council area without the need for national funding, and has the potential for wider application across the country.

Transferability

6.40 One of the main aims of CCI was to demonstrate transferable techniques. These techniques can relate to any aspect of the project including the administrative approach.

6.41 There were useful lessons from all of the projects and some aspect, or aspects, of each project can be transferred as described in Table 6.

6.42 Key lessons are that:

- Initiatives need to be developed with the support of the local community recognising specific culture and attitudes.
- A comprehensive approach is needed to tackle obstacles to cycling. Piecemeal schemes are less likely to be effective.
- Construction of more cycle routes could significantly increase the attractiveness of cycling (although evidence from Cycle Challenge and other studies (DOT (1995), Davies et al, (1997)) suggests that cycle routes *on their own* are unlikely to deliver significant increases in utility cycling).
- Partnership projects will often be the best way forward but this requires flexible and committed management.
- Voluntary time can considerably add to the value of projects but initiatives can be vulnerable if they are dependent solely upon voluntary resourcing.
- Cycle security is important and there are many approaches which can deliver acceptable security appropriate for different locations.
- The links between cycling and public transport are important but satisfactory solutions are not always easy to achieve.
- Cycling need not be a minority activity and can benefit all groups in society.

Practical sustainability

6.43 Even if new funding were to be available, not all projects can be sustained since administrative structures and cultures change.

6.44 All five of the projects which involved cycle purchase (projects 3, 40, 59, 61, and 63) are dependent upon complementary programmes for their continuation. If these programmes were discontinued, it is possible that other uses could be found for the bikes on a successor scheme. In addition, all of these projects depend upon the availability of accommodation for storage of bikes, and could be vulnerable if the storage area ceases to be available. In most cases such difficulties should not be insurmountable. Similar concerns also apply to the Shetland Cycle Workshop (project 5). Four of the cycle purchase projects are still in operation, but project 3 (Downfield Surgery) formed part of an overall health initiative, which has now been discontinued, partly as a result of changes in the administrative structures in healthcare resulting from the abolition of the

internal market. Cycling for health will continue to be an important theme but a practical approach for the future will need to fit within new administrative structures.

- 6.45 Project 39 (Bikes on Buses) involved the fitting of bike racks in nine express coaches. These are currently operating on two trial routes. Whether or not it will prove practical to retain these coaches on the routes for a significant period is in some doubt. Bus companies rely upon the ability to use their bus fleets flexibly. However the racks should continue to be available in the near future, and would be available on other routes if the coaches were re-deployed, so there is no indication that the project will not be sustained.
- 6.46 Similar concerns apply to the ScotRail rolling stock, which has been fitted with cycle carriers. Rolling stock needs to be deployed in the most effective way, and cycle capacity is only one element of this. There is no certainty that the cycle facilities will be available on the routes for which they were intended, but to date the needs of cyclists have been included in the re-deployment decisions. More generally, the ScotRail franchise has a maximum of four further years to run, and the supply of rolling stock beyond this period will be a matter for the next franchisee within the constraints set by the Strategic Rail Authority.
- 6.47 For all other projects it should be possible to sustain their operation provided funding can be continued as discussed above under value for money.

7. LESSONS FOR THE FUTURE

7.1 A number of overall conclusions can be made as a result of the CCI, which should help in bringing forward successful schemes in the future. These are grouped below under nine themes:

- Route construction
- Cycle parking
- School and workplace cycle initiatives
- Health promoting schemes
- Leisure cycling
- Integration of cycling with other modes of transport
- Cycle information
- Cycle training
- Cycle hire/cycle pools

Route construction

7.2 The lack of segregated cycle routes was frequently cited as a major obstacle to greater cycling. Where new routes have been installed as part of the CCI they appear to have been successful in attracting cycle use. There have also been complementary benefits for pedestrians, and in several cases the benefits for pedestrians appear to have exceeded those for cyclists. Both the projects that involved new networks primarily serving *leisure* cyclists were estimated to have more than doubled cycle use. These leisure and tourist networks were being used by people who had recently purchased bikes to take advantage of the new facilities. It appears that route construction can encourage non-cyclists to consider leisure cycling. For utility cycling the paths are being used by cyclists who would otherwise have cycled on roads, but the impacts on attracting new cyclists are less apparent. This reinforces the results of other studies (DOT 1995, Davies et al 1997) suggesting that cycle route construction is unlikely to deliver significant increases in *utility* cycling unless combined with complementary promotional activity.

7.3 Unbound construction was used for most of the path surfaces. Doubts were expressed about the future maintenance costs of these paths because maintenance funds are usually stretched. Based upon data from the CCI and other cycle routes in Scotland Table 11 summarises the key factors affecting choice of surface.

7.4 It can be seen that even when maintenance costs are included, unbound surfaces are likely to be cheaper. However these surfaces are much less tolerant of neglect and to maintain them in an acceptable condition requires an effective maintenance regime. Bound surfaces provide a better surface for cycling, particularly in wet weather, and are generally better in urban areas where people prefer a clean even surface. It can also be impossible to maintain unbound surfaces adequately in urban areas due to broken glass, litter etc.

Table 11 - Comparison of Bound and Unbound Path Construction

Surface	Advantages	Disadvantages
Unbound surface	<ul style="list-style-type: none"> • Relatively inexpensive (£30-50 per linear metre for a 2.5 metre wide path dependent on ground conditions) • Low visual impact in rural areas particularly if a local quarry is used. • Can be laid with restricted site access, on poor ground conditions, and in poor weather. • Unskilled labour can be used for constructing and maintaining paths. • Repairs and maintenance are cheaper and easier. 	<ul style="list-style-type: none"> • Can be difficult or unpleasant to cycle along when wet. • Susceptible to damage by surface water. Where higher gradients are maintenance will often be required after heavy rain and arrangements are needed to manage this. • Will require resurfacing after about 10 years. For high usage paths on in areas with more severe weather this will reduce to only five years (cost of resurfacing approx. £6 per linear metre) • High quality surfaces can be difficult to achieve with some types of base stone. • If large amounts of glass contaminate surface then substantial reconstruction may be required.
Bound surface	<ul style="list-style-type: none"> • Durable surface requiring minimal maintenance, usually only vegetation control. • Pleasant to cycle on and usable in all weathers. • Broken glass and litter can easily be swept up. 	<ul style="list-style-type: none"> • High initial cost (£50+ per linear metre for 2.5 metre wide path, increasing substantially where access is restricted) • Requires skilled staff to lay and good access for large lorries. • Visual impact is high, especially after it is first laid.

Cycle parking

7.5 Five main approaches are available for securing bikes:

- Cycle stands
- Cycle lockers where users provide their own security
- Cycle lockers where the security systems are integral to the lockers
- Secure cycle pens
- Secure bike parks where bike storage is manned.

7.6 Cycle stands cost upwards of £20 per stand, offering a low-cost solution. The level of security depends upon the method which the cyclist uses to secure the bike, but even when cycles are well secured, parts of bikes are still vulnerable to theft. This is a particular problem for higher specification bikes. Cyclists are unable to leave equipment with the bike such as lights, pumps, seats, cycle helmets etc. This type of cycle parking is the most widely used and many of the CCI projects specified Sheffield stands in accordance with best practice as set out in many standards and guidance.

- 7.7 Cycle lockers can provide a higher level of security and the cheapest lockers cost £200 upwards. With lockers, a major advantage for cyclists is the ability to leave equipment with the bikes. Where users are required to provide their own padlocks the lockers are vulnerable to abuse, which may pose wider problems for public safety if unsuitable materials are stored. Such lockers therefore need to be monitored and the contents of the lockers must be visible. This was successfully achieved at the Aberdeen trial of such lockers.
- 7.8 Where the security of lockers is integral to their design then administrative arrangements need to be made to allow users access. The most common approach is through the hire of keys, but this results in an inefficient use of the lockers, since only the user hiring the key has access. This means that utilisation of the lockers is generally poor since key holders may only cycle on some days or store their cycle for parts of days. This was a problem at Raigmore Hospital in Inverness. These secure cycle lockers cost upwards of £500 so with poor utilisation can represent poor value for money.
- 7.9 Various options to improve utilisation have been tried such as computer controlled door systems or daily key hire. However both these approaches introduce costs and administrative complexity that can rarely be justified for a small number of cycle lockers. Cyclists want to be able to park close to their destination, so it is usually more efficient to provide a few lockers in several locations rather than many lockers at one centre.
- 7.10 Similar issues apply for cycle pens but the level of security is lower and mutual trust amongst cyclists is required. The evidence from the Dundee project is that this trust can be achieved and that the cost of providing the pens is similar to unsecured cycle lockers. Administration of key hire is required as for the lockers but a better utilisation of space can be achieved by issuing sufficient numbers of keys for each pen.
- 7.11 The strengths and weaknesses of the different types of locker based upon experience are summarised in Table 12.
- 7.12 Where there is significant demand at a single centre, then manned cycle parks are proving more popular. These often offer other facilities such as shower facilities and can be economic if combined with another business such as a café or cycle shop. The cycle park in an Aberdeen City Centre bike shop charges £0.80 per day and there is considerable demand for these facilities from people who ride more expensive bikes.
- 7.13 Overall, convenience appears to be the top priority for cycle parking, followed by a high level of security. Where solutions achieve both they are likely to be successful. This supports the conclusions of research reported in Traffic Advisory Leaflet 7/97 Supply and Demand for Cycle Parking.

Table 12 - Comparison of cycle locker types

Locker Type	Advantages	Disadvantages
Individual lockers with padlock provided by user	<ul style="list-style-type: none"> • Utilisation is optimised since lockers are only locked when in use. • Contents of lockers can be monitored. • Equipment such as bags helmets etc can be left with the bikes. 	<ul style="list-style-type: none"> • Level of security depends upon the padlock provided by the user. • Contents of the lockers need to be monitored to ensure that only cycles are stored. This also means that the contents of locker are visible, reducing security of the cycle.
Individual lockers with integral security	<ul style="list-style-type: none"> • Security is maximised for users. • Perceived as the only option to overcome all the aims of cyclists for secure, weather proof, convenient cycle storage. 	<ul style="list-style-type: none"> • Utilisation is generally poor as key holder will only use locker for some of the time. • Options to improve utilisation with hourly or daily rental of keys is too cumbersome to be attractive. • Contents of the lockers are not visible, restricting the monitoring of usage. • Usually the most costly solution.
Secure cycle pens	<ul style="list-style-type: none"> • Utilisation can be better than for individual lockers by issuing more keys than spaces within the pen. • Contents of the pens are visible allowing monitoring of usage. 	<ul style="list-style-type: none"> • Lower level of security, with some cyclists reluctant to leave equipment such as helmets with bikes.

School and workplace cycling initiatives

7.14 There are many successful examples of cycling being promoted by schools and workplaces. The main factors motivating action appear to be the desire for combining physical activity with commuting journeys, concern about road congestion, parking supply constraints, and the greater independence provided for children by cycling. Key hurdles to be overcome include road safety concerns, the need for secure cycle parking, and the provision of appropriate facilities at work or school including lockers for cycle equipment and clothes.

7.15 All successful schemes have a champion who is prepared to overcome obstacles and devote time to co-ordinating improvements liaising with cyclists, management and others as required. For example the increased cost of the facilities in Cupar could have resulted in the project being abandoned if the project manager had not been prepared to find new ways to source the additional resources.

7.16 School-based schemes can be managed successfully by following the procedures in national guidance for Safer Routes to School projects (Scottish Executive 1999). The more successful CCI projects demonstrate this good practice involving joint working by school pupils, school teachers, parents, the Police, Councils, and health authorities.

- 7.17 Where one company promotes good practice, others tend to follow, so it is important to publicise successful initiatives. The CCI project working with employers in Inverness assisted with joint working between the Council, campaign groups, the enterprise network, the health authority and employers and has resulted in an increasingly cycle friendly town in which to work.
- 7.18 However enthusiasm for cycling can soon be lost so it is important to keep developing new ideas and further improvements. Bicycle user groups in many organisations have proved to be effective in both schools and workplaces (Scottish Executive 1999).

Health promoting schemes

- 7.19 The health benefits of cycling are increasingly being publicised and there were many people observed on the CCI projects maintaining their health through cycling for a range of purposes. Evidence of less active people taking up cycling in order to get fit was restricted to the leisure cycling projects such as the Glentress Forest scheme in the Borders. Leisure cycling may lead to cycling for other purposes, but it appears that a good starting point for less active people may be to build confidence through off-road leisure cycling. Studies elsewhere have shown that health-related cycling promotion can lead to utility cycling, which has been maintained as a travel habit (Traffic Advisory Leaflet 12/99; Cycling for Better Health; TRL Report 346: Cycling for a Healthier Nation).
- 7.20 Physical and mental confidence and fitness can also be successfully assisted by making cycles more widely available, as shown by the Aberdeen Cyrenains scheme. However successful projects need to work within the boundaries of what is perceived as acceptable for a community. If cycle schemes are promoted outwith these limits (e.g. Project 3 - Downfield Surgery), there is a risk that cycle promotion will be unsuccessful, being perceived as an imposition on people. In order to push back these limits, leadership is required from people that the community are prepared to listen to. This can be achieved by working through established community leaders.

Leisure cycling

- 7.21 Leisure time is increasing and the leisure cycling market appears to be growing. This brings demand for new facilities and in particular off road routes. The Cove Cycle Network in Aberdeen appeared to be attracting some interest in leisure cycling for local people, but this was largely limited to families with young children, or older children on their own.
- 7.22 Tourists, and day visitors appear to be prepared to travel much further for good leisure cycling opportunities. For example, the catchment for the Clackmannanshire and Borders paths extends throughout central Scotland. Both these schemes are estimated to have more than doubled cycling on the local networks. There is a strong market for improved information about leisure cycling opportunities, as is shown by several of the projects, and wider promotion of this could encourage more people to participate.

- 7.23 Leisure cycling can help to make cycling a normal part of the lives of more people, increasing its acceptance within society and the propensity for more people to cycle for a range of purposes.

Integration of cycling with other modes of transport

- 7.24 The successes and problems with the CCI projects demonstrate that integrating cycling with public transport will not be straightforward. Each of the approaches adopted is valuable, and has the potential for more widespread application.
- 7.25 Cycle parking has been discussed above, and all the types of parking except perhaps the cycle pens can be used successfully at bus stops and rail stations. The security of the facilities needs to be matched to the location, and the anticipated demand needs to take account of the potential role of bike and ride in serving travel needs, particularly for commuting.
- 7.26 Where people need to cycle at both ends of the journey it is often preferable to accommodate bikes on trains or buses. Cyclists have appreciated the major improvements which have been made by ScotRail, and demand continues to increase. Practical solutions for bikes on buses are less easy to achieve but the technical hurdles can be overcome if there is a demand. With improved marketing, the two new Scottish cycle carriage services on buses supported by the CCI may see an increase in use from their current low level, but the costs of equipping buses will rarely be justified by the benefits. Rear bike racks, bikes within luggage lockers of buses, and bike trailers are all practical solutions, but there remain safety obstacles to installing front bike racks in the UK, although these are in use in some other parts of the world.

Cycle information

- 7.27 Good information about cycling opportunities can now be achieved very cheaply and effectively. There was mixed success in developing improved information on the CCI projects. Traditional approaches with cycle maps probably had the greatest effect but leaflets were also successfully used.
- 7.28 The development of internet-based solutions identified considerable potential for the future, but further investment will be required to build from the current sites maintained by the Scottish Cycle Development Project and SPOKES. There are many links to these web sites from other cycling web sites around the world but the challenge for the future will be to develop wider links. Links to practical cycle information from tourism and transport information web sites would be of particular benefit. The considerable resources invested in graphic design for leaflets on some of the CCI projects could easily be built upon by making this information and guidance available on linked web sites.
- 7.29 The SPOKES "information trading" project demonstrates a principle which could be applied more generally in transport planning. If travel behaviour is to be changed, new ways are needed to help professionals and travellers to work together to achieve practical solutions.

Cycle training

- 7.30 Attitudinal surveys reveal concerns about safety to be the most important factor discouraging cycle usage. There is therefore a need to ensure that measures to promote cycling address these safety concerns. Cycle training has a central role and it was surprising that this was not more of a focus on the CCI projects. The training projects which were undertaken benefited from a strong social focus to encourage participation. The Roseburn School Cycle Club demonstrates that significant funding is not always necessary because training, including maintenance training, can be rewarding for all involved. However support networks for trainers need to be improved.
- 7.31 The school-based projects sought to learn from experiences of cycle training in York. The DETR publication "Tomorrow's Roads - Safer for Everyone" (2000) notes that in York around 20% of trips are made by bike and that over the last ten years cycle casualties have been reduced by 30% at a time when cycle use has been growing. Cycle training and infrastructure improvements need to be developed in tandem with communities, and many of the Safer Routes to School schemes have achieved this.

Cycle hire/pools

- 7.32 The Shetland scheme (project 5) highlights that there is a large reserve of old bikes which people are pleased to donate for recycling, and that these can be repaired for cycle hire purposes or for use within a cycle pool. There are now several schemes in the UK where valuable work experience is provided for socially excluded people, or for therapeutic purposes, through bike maintenance and repair.
- 7.33 Income from cycle hire was overestimated in the Angus scheme, and this echoes experiences from the English cycle challenge. Successful cycle hire and cycle pools can be achieved but usually as a marginal activity linked to a separate core business. Where the environment is conducive to cycling such as some of the successful leisure schemes, cycle hire opportunities are being provided by local businesses, indicating that public subsidy is usually unnecessary.

Programme and project management

- 7.34 The National Cycling Strategy emphasises that the government wishes to provide a positive framework for the development of cycling initiatives in Scotland. Although funding is part of this, the CCI funding was less than 30 per cent of the programme costs, emphasising the financial benefits of a partnership approach.
- 7.35 In several cases CCI funds were less than 10% of project costs, yet without the Scottish Executive commitment projects would not have proceeded. Cycle projects can sometimes be frustrated by managers more comfortable with activities which have traditionally been viewed as more "mainstream". As the focus of national policy changes, the Scottish Executive can use pump prime

funding to increase the confidence of a wider range of organisations to invest in cycle schemes.

7.36 The administration of national funding needs to be efficient and accountable and this was achieved on the CCI. However the range of types and sizes of projects, along with the variety of organisations promoting schemes, caused problems on some schemes. This suggests that, rather than repeat the CCI funding mechanism in future, national funding could be more efficiently managed if targeted at particular types of organisations or types of activity as follows:

- Business travel planning by health authorities, councils, schools, private companies, leisure attractions etc. - Business travel plans are identified as a high priority in national transport policy and are an efficient way to bring forward workable cycle schemes. Perhaps the current Scottish Executive funding for Safer Routes to School in 2000/01 could be extended for future years to encourage travel planning in other organisations. Travel plans can apply not just to staff travel but for travel by customers of shops, offices, and leisure attractions (e.g. discount ticket purchase for cyclists).
- Integrated transport infrastructure and transport service planning by councils, bus companies, train companies, etc. - Some cycle schemes are already funded under the national Public Transport Fund but most cycle schemes are below the minimum cost threshold. There would be benefits in a new integrated transport fund for smaller schemes and from which transport companies could seek funding in addition to Councils.
- Supporting activities of community groups, clubs, voluntary groups, campaign groups, charities, and others - These will generally be relatively small schemes, but the Rural Public Transport Funding package demonstrates that national funding can stimulate successful local community schemes.

7.37 Voluntary organisations and private companies promoted some of the most successful projects, so future pump priming for projects by these types of organisation will be as important as funding for public agencies such as local councils and health authorities. Voluntary time add real value to projects and should be allocated a value when considering the best value approach.

7.38 The success of several projects relied upon considerable voluntary staff effort. For both paid and unpaid staff it was clear that recruiting the right expertise and maintaining enthusiasm for projects were essential ingredients for success. Within some organisations, cycle projects can be perceived as marginal activities, and several local authority staff commented upon the difficulty of maintaining momentum in the face of severe pressure on staff resources. In general, project management resources were underestimated and several organisations commented that they would sub-contract more of the project management on similar schemes in the future so that these costs could be included more explicitly within the project.

8. CONCLUSIONS

- 8.1 The CCI has been successful in achieving all of its aims. It has generated an increase in cycling, tested new approaches to encourage cycling, levered expenditure on cycling investment, raised awareness of cycling as a mode of transport, integrated cycling with other policies including road safety, and been good value for money overall.
- 8.2 Some projects have not been successful in achieving their aims, but all 35 projects that were implemented have contributed something to cycling in Scotland.
- 8.3 Overall the CCI has demonstrated that cycling can benefit all groups in society but initiatives are most successful if they are integrated with wider transport, health, environmental, economic development and social policy.

Effectiveness of different types of project

- 8.4 Each type of project contributed to cycling in Scotland in different ways as follows:
- Route construction - The greatest impact of the CCI route construction projects was to encourage significant increases in leisure cycling although positive safety benefits were achieved for some utility cycling. These impacts will only be sustained if improved arrangements are made for the maintenance of paths. Most of the CCI path construction involved unbound surfaces which delivers good value for money but requires frequent maintenance.
 - Workplace facilities and cycle parking - This expenditure only delivered significant increases in cycling when implemented as part of a wider programme such as a business travel plan. Where cycle lockers were provided, good utilisation was dependent upon convenient local administration which was not always possible. Cycle pens and cycle stands offered a lower level of security but were easier to manage.
 - Safer Routes to School - Increased cycling was achieved as part of some Safer Routes to School schemes, but the impact on children walking to school was much greater. This was partly due to concerns of head teachers about cycling. Some projects demonstrated that these and other obstacles can be overcome through effective joint working involving school pupils, parents, school staff, the Police, local Councils and Health Authorities.
 - Publicity and cycle promotion - Cycle promotion and publicity included press coverage of initiatives, free information leaflets, and detailed information including maps. To target non-cyclists at pre-contemplation stage general messages in the press about the positive impacts of cycling were considered to be most effective. For those already contemplating cycling, practical information such as maps are likely to be more effective and can be financially sustainable.
 - Cycle purchase and hire - These CCI projects demonstrated that there is a limited role for public financing of cycle purchase except on specific well targeted schemes, such as for disabled people. Most cycle purchase is best

- left to individuals, or to commercial organisations. Cycle ownership appears to encourage use, but pool or hire bikes are less likely to trigger use.
- Cycle training and support for cycle clubs - Cycle training and cycle clubs were important for encouraging safe cycling particularly amongst inexperienced cyclists. Significant voluntary resourcing was encouraged by limited public funds giving very good value for money promoting safe cycling.
 - Integration of cycling with public transport - The CCI projects included initiatives to allow wider carriage of bikes on buses and trains, and improved cycle parking at bus stops and train stations. Each approach had problems, but also had the potential for more widespread application. For success, local solutions need to be tailored to local needs working with cyclists and potential cyclists.

Impact on cycling levels

- 8.5 Patterns of cycle travel are less regular than for motorised modes so national monitoring is difficult. The CCI offered an opportunity to monitor impacts locally to provide evidence of the impacts of cycle investment on cycling levels. However the quality of monitoring on projects was generally poor. There was very little research to identify how to target activities, and where attempts were made to monitor impacts, a mix of administrative and technical problems obstructed progress. It is, therefore, not possible to estimate the national impact of the CCI on cycling levels.
- 8.6 However some insight into impacts on cycling levels was provided by project managers. Of the 35 projects, managers considered that 14 had made no impact on cycling levels for the target group and on 24 projects there had been no impact on cycle levels more generally. Of the 21 projects considered to have increased cycling levels, a key factor was the adoption of an integrated approach to project planning working alongside or within broader programmes. Less integrated approaches often overcame one obstacle to cycling but other obstacles remained a deterrent.

Innovation

- 8.7 There was limited innovation on the CCI projects. Most of the projects sought to build upon best practice, although many of the projects, such as the Safer Routes to School schemes, were relatively new concepts in 1997. The only new idea which appeared to make a significant impact on cycle levels, was the targeting of publicity at those who were contemplating cycling. This project adopted the principle of "information trading" which could be built upon more widely. Transport planning needs better knowledge of the factors affecting travel behaviour, including for cyclists, but gathering this information can be a costly and difficult process. Transport planners can provide travellers with useful travel information if there is better data available so the trade of information can have mutual benefits.

Levering of expenditure on cycling

8.8 The CCI levered significant funding, particularly on less innovative projects such as path construction. Overall the value of the CCI projects was nearly £2 million of which the CCI funding was 29 per cent. The 71 per cent from other partners included funding from private companies, Councils, Health Authorities, the Enterprise Network, European Funds, and voluntary bodies.

Integration of cycling with other policies

8.9 All 35 cycling projects made a contribution to other policies including: national transport, local transport, road safety, social inclusion, economic development, health, education, and environment. 80 per cent of projects contributed to local transport policies, but only 20 per cent were considered to be relevant to economic development policy. No project was identified as having a negative impact on these wider policies.

8.10 Although there are often concerns about the road safety implications of increased cycling, all the projects had taken steps to ensure that safety was at least as good as existed prior to the project. Overall, 37 per cent of the projects were estimated to have made a positive contribution to road safety.

Value for money

8.11 Value for money was considered in relation to the procurement process, infrastructure elements, publicity elements and the financial sustainability of projects. Although there were a number of management problems and a wide range of procurement methods, the outturn costs of the infrastructure elements were fairly consistent. National guidance and best practice was generally followed and where projects departed from this, such as for path width, there was no evidence that value for money had suffered.

8.12 The main factor affecting value for money was whether or not the project was successful. Less successful projects not only delivered fewer short term benefits but were unlikely to be financially sustainable in the longer term.

Lessons learned and factors affecting the success or failure of projects

8.13 The most successful projects were those which were developed broadly with participation from all the key stakeholders. Where cycling was promoted narrowly it was more likely to be marginalised within organisations. Cycling has broad benefits for transport, health, society, the economy and the environment and it is important that these benefits are reinforced in the way that projects are promoted.

8.14 Specific lessons include the following:

- Initiatives need to be developed with the support of the relevant local communities recognising specific cultures and attitudes. This will usually require partnership working which needs to become more streamlined.

- There is a need for more travel plans by employers to develop cycling as a practical mode of transport for more people.
- Changes are required to taxation policy so that employers and other organisations are not penalised for providing new cycle facilities.
- Wider development of better cycle infrastructure is needed including safer routes, parking, and facilities to integrate cycling with public transport.
- Information about cycling could be better co-ordinated and developed to reinforce the role of cycling as a mainstream activity.

Future of the Cycle Challenge Fund

8.15 As part of the CCI, a wide range of organisations have demonstrated the ability to promote successful improvements for cyclists including local authorities, voluntary groups, health authorities, private businesses and others. This needs to be built upon so that each type of organisation can contribute to its full potential promoting cycling in Scotland in the future.

8.16 Stability of funding is important. The single year of the CCI was not conducive to efficient project development on some types of project, although the generous timescales compensated for this allowing more innovative ideas and partnership projects to be developed.

8.17 Future success in promoting cycling will depend upon an approach which encourages an integrated approach to cycle development. The CCI projects demonstrate that this integration can be achieved at three levels:

- Business travel planning by health authorities, councils, private companies, schools and other organisations.
- Integrated transport infrastructure and transport service planning by councils, bus companies, train companies, etc.
- Supporting activities of community groups, clubs, voluntary groups, campaign groups, charities, and others.

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Appendix A: Project Assessments

Project Ref: 3

Downfield Surgery Dundee - The Lifestyle Project

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Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives
The lifestyle project included walking, cooking and exercise training and support programmes for the practice population, of which about 50% (6500) were regarded as being obese. The benefits of adding cycling to the exercise opportunities available were to provide an alternative source of exercise which may be particularly suitable for some patients.
- Main elements
The project aimed to purchase cycles and storage facilities to facilitate the objectives.
- Project category
Cycle purchase
- Reasons for inclusion in CCI
Only 3% funding from cycle challenge and an expected increase in cycling for a clearly defined target population.

B - GeneralB

Project management

- Staffing and people management
Active involvement from several staff within health centre under direction of senior partner.
- Programming
Delivered on schedule.
- Cost
Completed to budget.
- Purchasing
Cheapest quote for bicycles.
- Feedback and monitoring
It was planned to monitor the use of the cycles as they were booked out from the health centre. However in practice they have not been used so there are no monitoring records.
- Risk management
Aim was to offer organised sessions in parks for inexperienced cyclists ferrying the bikes and clients in the practice minibus.

Increasing expenditure levels on cycling

- Total expenditure
£61,850
- Funding summary by source
£1,850 CCI
£60,000 Health Authority

Increasing expenditure levels on cycling

- Cycle challenge funding as % of total 3%

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels
There was some impact since members of staff within the health centre used the bikes for social cycle rides.

- Impact on target market
There was no impact on the target market of obese people who could not otherwise afford to use a bike. These people were unwilling to cycle as a means of improving health. Part of the reason for this was considered to be cultural and part was associated with the road environment in a city being unpleasant and possibly unsafe for cycling. Changing these things would be a long term issue with major infrastructure improvements and publicity working through communities. If the underlying culture is not conducive to cycling then success is unlikely.

Raise awareness of cycling

- Overall marketing activity
There was wide publicity about the project including television coverage which may have promoted cycling on health grounds across the country. The publicity about the project was also probably helpful in the consultation on the development of the public health white paper.

- Impact on target market
Small impact.

Integration of cycling with other policies

- National transport
Not particularly relevant to national transport aims.
- Local transport
No strong link with local Council strategy but may have helped to make cycle use more acceptable in local communities.
- Road safety
No impact.
- Social inclusion
Poor health is common amongst socially excluded groups.
- Economic development
No explicit link.
- Health
Health aims are central to the aims of the project. For some obese people cycling is the best form of exercise to lose weight. However there was no local impact from the project. It is possible that the major national publicity which the project attracted will have encouraged individuals to cycle more as a means of becoming healthier but the extent of this cannot be quantified.

- Education
No link.

- Environmental protection/ enhancement
No link.

Value for money

- Engineering
Not applicable.

Value for money

- **Publicity** Extensive press coverage of cycling was achieved at no cost to the project.
- **Financial sustainability** No major costs for bike maintenance but administration of scheme was dependent upon funding of lifestyle project within health centre which has ceased.

D - Project Development

- **Innovation** Cycle purchase for health treatment by a health centre is an innovative approach. However cycle purchase to help people interested in getting fit is common by a range of other organisations and individuals. There was some controversy in the publicity about the project about whether the approach was simply a gimmick. However, in the past, walking has often been recommended by doctors, so the development to cycling is logical.
- **Transferability to other projects** Bike purchase to help particular groups may have wider
- **Practical sustainability** Support for the use of the bikes was dependent upon the overall lifestyle project. This project ended when the practice lost its fundholding status. Although the bikes are available for use, and patients are made aware of this, the project has not been

Project Ref: 5

Shetland Community Bicycle Scheme

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Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives
This partnership project for the repair, servicing, loan, hire and marketing of bikes and cycling in Shetland sought to providing therapeutic activity and a route into work for those suffering from addiction and mental illness. The project proposed establishing a workshop, running of bicycle maintenance courses and the production of literature supporting cycling. It did not prove to be practical to set up the project on the CCI timescale so a reduced level of CCI funds was used to develop the project towards implementation.
- Main elements
Funding of project development worker and setting up of workshop.
- Project category
Cycle club
- Reasons for inclusion in CCI
Lack of cycling facilities in Shetland and partnership approach with prospects for self funding in longer term.

B - General^B

Project management

- Staffing and people management
Short term co-ordinator appointed needed a lot of support on project. It did not prove possible to attract someone with the right type of experience due to the short term nature of the CCI funding and the evolving specification for the work.
- Programming
The original programme was too ambitious for a complex partnership project. With hindsight at least a year was needed to develop the partnership funding arrangements on a more stable basis. In the event the project started formally in February/March 2000 two years after the deadline for completion of Scottish Executive funding.
- Cost
A single payment of £6,220 from CCI was paid in March 1999 to cover the start up costs on project. Project specification, programme and funding needed to be reviewed regularly during the promotion of the project.

Project management

- Purchasing
At the end of the Cycle Challenge funding period the CCI funds had covered the costs of project development work on this complex project. This was mainly the salary of the project co-ordinator but included setting up and tooling of a workshop and training costs. The main outputs were the bids for funding to a range of organisations which achieved awards of funding covering project for a three year period. This then led to the full implementation of the project with the first clients in March 2000.
- Feedback and monitoring
Final report submitted covering progress up to March 2000. However at this stage the project was just starting so the approach was still relatively unproven.
- Risk management
There are clear safety policies which all participants in the project are required to follow. The project co-ordinator has been highly trained in safety issues.

Increasing expenditure levels on cycling

- Total expenditure
Approximately £90,000.
- Funding summary by source
£69,000 Lottery Charities Board
£500 Shell UK
£15,000 (up to) Shetland Enterprise (not yet confirmed)
£6,220 CCI
- Cycle challenge funding as % of total
Approx 7% CCI dependent upon Shetland Enterprise funding.

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels
Wide interest in the opening of the National Cycle Network including Ride the Net event is being linked closely with the project so increased cycling activity is expected at least in June 2000.
- Impact on target market
Target market clearly identified ie:
 - Tourists for cycle hire and cycle maps.
 - Schools, uniformed groups and other individuals for cycle maintenance training.

However no cycle hire or cycle maintenance training carried out as of June 2000.

Raise awareness of cycling

- Overall marketing activity
Maps were planned and it is proposed to publish these during
- Impact on target market
This is a relatively small community with a low level of cycling. However by the time the project started there had been a large number of donations of bikes and involvement in local cycling initiatives so an increase in awareness has been observed.

Integration of cycling with other policies

- National transport
There are no explicit links with national transport policy.

Integration of cycling with other policies

- Local transport The local authority is helping to produce the booklet of cycle routes to promote cycling and help to promote the development of the cycle network as part of the national cycle network. This should help to support the implementation of the project.
- Road safety Project safety policies include road safety.
- Social inclusion Aimed at helping socially excluded people suffering from addiction or mental illness. 5 regular clients from alcohol advice centre involved with the project to date.
- Economic development Cycle maps not yet produced but should contribute to tourism when complete offering a range of lengths of route and themes for routes e.g. birds, archaeology.
- Health Choice of cycling for project part of the rehabilitation of people to give them healthier lifestyles.
- Education Plans for cycle maintenance training for schools not yet implemented but still proposed.
- Environmental protection/ enhancement Not a particular focus.

Value for money

- Engineering No particular links.
- Publicity Costs not yet defined.
- Financial sustainability Once up and running the project was expected to be self financing with the intention that revenue generated by the scheme would sustain its running costs. Currently funded by project partners until 2002 but longer term funding status yet to be proved.

D - Project Development

- Innovation Innovative approach for cycling. Programmes for addiction and mental health have used similar techniques based around other practical activities but the link with cycling was chosen in Shetland as relevant to the local needs where cycling was under developed.
- Transferability to other projects Workshop approach has wide potential but the extent to which this can be successfully linked with cycling will depend upon local circumstances.
- Practical sustainability Concepts should continue to be relevant but it is likely that new mechanisms will need to be found to put the increasing number of refurbished bikes back into use.

Project Ref: 6

Fife Council - Cycle Centre in Cupar

Contacts: Grant Baxter

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Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To increase the number of people in the Cupar area cycling to
- Main elements Bicycle parking, shower/changing area and locker facilities to facilitate cycle to work trips. Although based at the Council buildings the facilities are designed to be used by other people employed in the Cupar area.
- Project category Workplace facilities and cycle parking
- Reasons for inclusion in CCI Need identified based on staff survey.

B - General^B

Project management

- Staffing and people management Project manager supported by area co-ordinator within the Council ensuring that corporate delivery of funding was achieved. Support of service managers was crucial.
- Programming Completed in May 1999. This allowed the facility to be opened at a good time of year for cycling to work.
- Cost Outturn costs of £24,000 were £5,000 higher than the estimate at the time of the CCI bid. The funding gap was met by the Council.
- Purchasing Single contract for construction of facilities.
- Feedback and monitoring The system of "key only" access has allowed facilities to be managed easily including feedback on usage.
- Risk management Covered by safety policy for employees of the Council.

Increasing expenditure levels on cycling

- Total expenditure £24,000
- Funding summary by source £9,000 CCI
£9,000 Cupar Town Centre Development Funding
£6,000 Other Council funding
- Cycle challenge funding as % of total 37.5% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

Little change on overall cycling levels to work. Car parking is easily available at workplaces in Cupar.

- Impact on target market

Eight Fife Council employees now use the facility regularly but none of these employees cycles to work every day. Four people had travelled to work by cycle before the facility was installed so it has been successful in encouraging increased cycling. Cycling is most frequent in summer and in good weather. There are no users of the facility from outwith the Council. However the travel to work distance of the employees ranges from 4-10 miles.

It had been hoped that 4% of the workforce would become regular cyclists, equivalent to 18 people per day. The construction and promotion of the facility has not therefore been as effective as planned despite 42% of employees having identified that the lack of these facilities was the main constraint on them cycling to work. This emphasises that people's optimism that they will cycle if facilities are provided will not necessarily be reflected in practice.

The target market included all employers in the Cupar area. However it has proved to be difficult to attract users from other workplaces. Since only Council employees are currently benefiting, publicity is planned for summer 2000 to attract more users.

Raise awareness of cycling

- Overall marketing activity

Initial publicity when the facility was launched resulted in eight users. The launch was on 31 May 1999 to coincide with the start of National Bike Week. However this number has not changed since then suggesting the need for ongoing publicity.

Council staff survey identified need for facility. 40% of employees live within 5 miles of the office but 58% of these employees travel to work by car. Market research identified that the lack of the facilities was considered to be the main obstacle to cycling to work. However research did not identify the number of employees who were prepared to cycle if the facilities were built.

- Impact on target market

Awareness of cycling has increased but has been insufficient to carry over into use.

Integration of cycling with other policies

- National transport

Consistent with national policy.

- Local transport

Fife Council's transport strategy seeks growth in cycling in line with national targets and seeks to achieve this through promotion of new cycle routes including links with local facilities. Although the promotion of green travel plans is a key part of the Council's strategy, with all Council offices to be covered by 2001, this link does not appear to have been made by those involved with the planning and management of the new facilities.

- Road safety

No impact identified.

- Social inclusion

Not applicable.

Integration of cycling with other policies

- Economic development Negligible effects.
- Health Health authority not involved in implementation. However, the project should help to build a healthier workforce. The facilities are being used not just for travel to work but for by those engaged in recreational activities at lunchtime.
- Education No impact.
- Environmental protection/ enhancement No impact.

Value for money

- Engineering £24,000 for eight bike racks and associated shower and locker facilities equates to £3,000 per user.
- Publicity Staff notice boards and local papers were used. These should ensure effective publicity at competitive cost.
- Financial sustainability No ongoing costs other than continued promotion and marketing as part of green travel planning by the Council.

D - Project Development

- Innovation Not innovative.
- Transferability to other projects Concepts can be widely applied.
- Practical sustainability Infrastructure should have a continuing use.

Project Ref: 7

Queen Margaret Hospital NHS Trust Dunfermline - Cycle
Parking and Routes

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Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives Encouragement for more staff to cycle to work.
- Main elements New cycle path to link hospital roadway to Kingdom of Fife cycleway and provision of secure storage facilities.
- Project category Workplace facilities and cycle parking
- Reasons for inclusion in CCI Absence of these cycle facilities anticipated to be the final obstacle to staff cycling to work.

B - GeneralB

Project management

- Staffing and people management A major hospital is geared up for building work and this small project was managed as part of these mechanisms.
- Programming Opened in October 1999 well within CCI deadlines.
- Cost Cost estimates obtained before CCI award and delivered on
- Purchasing Competitive tendering procedures adopted for contractors.
- Feedback and monitoring Now incorporated within the green travel plan for the hospital.
- Risk management Planned to take initiative forward as part of a managed approach to travel planning for staff. However this process is still developing within the hospital.

Increasing expenditure levels on cycling

- Total expenditure £29,369
- Funding summary by source £23,119 from CCI
£6,250 from hospital endowments
- Cycle challenge funding as % of total 79% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels
Some impact since paths are being used by members of the public, as part of cycle trips on the developing Fife cycle network.
- Impact on target market
Facilities currently used by 2-3 staff per day. Aimed at Hospital staff but could also be marketed for visitors if appropriate.

Raise awareness of cycling

- Overall marketing activity
Limited since largely deferred until green travel plan is in place.

- Impact on target market

Some small impact linked with green travel plan.

Integration of cycling with other policies

- National transport
Consistent with national policy.

- Local transport

Fife Council is encouraging all major employers including the hospital to implement green travel plans. In particular Fife Council's transport strategy seeks growth in cycling in line with national targets and seeks to achieve this through promotion of new cycle routes including links with local facilities. The paths from the hospital link directly with the new Fife cycle network in line with the strategy.

- Road safety

No specific audit of routes or facilities.

- Social inclusion

None.

- Economic development

No impact.

- Health

Project developed in partnership with the Scottish Health at Work Initiative.

- Education

No impact.

- Environmental protection/ enhancement

Routes designed to enhance the environment of the hospital.

Value for money

- Engineering

Approximately £50 per metre for new cycle route. The path specification is 50mm thick dense bitumen macadam on 150mm thick Type 1. The edges are formed using 150x50mm thick precast concrete kerbs or the existing kerbing to roads and car park areas. As a two-way cycle / footway, the route at 2m wide is narrower than is recommended in the guidance documents and must, therefore, be regarded as substandard. The surfacing is appropriate for sections of cycle route adjacent to other bituminous surfaces. Signing and lining in accordance with the Traffic Signs Regulations and General Directions, 1994 (TSRGD) have been applied along the length of the route. Since it is likely that the route is adjacent to hospital non-adopted roads signing is not, therefore, legally required. It is, however, recognised that for continuity, such signing is appropriate on this project.

Value for money

- Publicity

Staff newsletter good value.

- Financial sustainability

Level of maintenance costs arising from new infrastructure negligible in context of hospital grounds. No other ongoing costs other than continued promotion and marketing as part of hospital's green travel planning.

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects

Concepts can be widely applied.

- Practical sustainability

Infrastructure permanent.

Project Ref: 10

Clackmannanshire Council Countryside Cycle Network Construction and Marketing

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Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives
To encourage more cycling for transport and leisure and to increase tourism.
- Main elements
Cycle route construction, signing, facilities and production of map.
- Project category
Path construction
- Reasons for inclusion in CCI
Partnership project with good tourism potential.

B - GeneralB

Project management

- Staffing and people management
Design work contracted to Council's design service but time involved in dealing with landowners and members of the public was underestimated. The project was led by the Development Service transport planning team but included significant involvement from the education service on employment training initiatives and links with schools.
- Programming
The network was formally opened in September 1999 but expenditure on construction work had reached the Cycle Challenge threshold of £120,000 by the deadline of March 1999.
- Cost
The project increased substantially in scale and cost from £120,000 to £490,000 as additional partners came on board..
- Purchasing
Competitive tenders were obtained for most of the works. The sections of the works which included training initiatives as part of the construction contract proved to be particularly good value for money. This is likely to be due to the lower profit margins from the main contractors which undertake this sort of work.
- Feedback and monitoring
Cycle count data on usage proved to be difficult to collect but qualitative feedback from users was obtained. Poor maintenance of older cycle routes attracted much criticism as did the safety of road crossings, particularly for children. However the feedback was used to assist with the planning and development of later stages of the network.
- Risk management
Promotion of cycling backed up by Council transport and road safety plans to improve safety.

Increasing expenditure levels on cycling

- Total expenditure £490,000

- Funding summary by source
 - £60,000 CCI
 - £100,000 ERDF
 - £120,000 Lottery
 - £60,000 Council
 - £40,000 Enterprise Network
 - £60,000 Sterling Ltd
 - £10,000 Clackmannanshire Heritage Trust
 - £40,000 SNH

- Cycle challenge funding as % of total 12% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

The network has been observed to attract significant cycle use of about 3,000 per week with the highest flows at weekends. It is not known how much of this has transferred from on-road cycling and how much is new trips. Some employees at Sterling in Tillicoultry travel to work regularly by cycle using part of the network.

Car parks for accessing the network are well used by both walkers and cyclists suggesting that the network is being used by people from outside the local area.

There have been bulk purchases of maps and significant sales of maps across central Scotland suggesting that the network is of a sufficient quality to attract an increased number of cycling trips.

- Impact on target market

The impact on the target market of tourists is not well defined but map sales and car park use suggest significant interest from outwith the local area.

Raise awareness of cycling

- Overall marketing activity

Extensive coverage of network construction and opening achieved in local press and through the publication of the map. Ongoing availability of map should be guaranteed on a commercial basis through joint venture with map company. This will include updating of the map and re-prints are required.

- Impact on target market

Scottish Tourist Board research identified that the future tourist market for the area was likely to include activity trips (including cycling) and trips which linked local heritage attractions such as the Mill Trail.

Integration of cycling with other policies

- National transport

Consistent with national policy.

- Local transport

The development and marketing of the network is part of the local Council transport strategy to develop the off road network linking every town in the area. The strategy aims to promote cycling and sets targets for increases in cycling in line with the national targets.

Integration of cycling with other policies

- Road safety
The network should allow more cycling off road improving road safety. However links to the off road network and road crossings will continue to be a concern for road safety. Public concern about the network focuses on these two areas emphasising the need for further development of the network to include safe routes to it and better road crossing facilities.
- Social inclusion
The New Approaches team in the South East Alloa social inclusion partnership area have been able to place unemployed people in jobs in Tillicoultry with cycling being the mode of travel to work. These opportunities would have been less practical without the network.
- Economic development
Expenditure in local cafes and shops is probably helping to support marginal businesses in the area but the extent of this is not clear. Users of the network have identified refreshments as the main purchases which they have made.
- Health
The local Health Improvement Programme of the Clackmannanshire Health Alliance is supporting the development of cycling using the new network when working with clients.
- Education
The network helps to support local safer routes to school schemes. Local primary schools have used the development of the network for project work including assisting with the artwork and interpretation based upon the history and environment of the area.
- Environmental protection/ enhancement
Significant landscaping and artwork has been installed as part of the network enhancing the local environment. Also the project has brought unsightly disused railway lines back into use.

Value for money

- Engineering

Approximately 9km of route for £490k gives an average cost of £54 per metre including paths, facilities, signs, bridges, interpretation etc. The finished cycle route varies in width from 1.5m to 3.0m wide and is part existing cycle route, part upgraded footpath. In general, the route avoids existing public roads but is designed for both leisure cycling and cycling as a transport option.

The pavement make-up varies depending on the longitudinal gradient but both are unbound material:

> 1:12 6mm thick gravel on 'leocatic' tack coat on whin dust on 'leocatic' tack coat on 25mm thick chippings on 175mm thick Type 1.

< 1:12 10mm thick whin dust on 150mm thick Type 1 on 125mm thick 6F2

The edges are formed using pressure treated timber edgings with timber pegs. There is no information available on route crossfall. Sections of the route less than 3.0m for a two-way cycle / footpath do not fully accord with the guidance given in the benchmark documents. The construction of the unbound pavement, however, is appropriate for sections of cycle route in rural areas.

Route-specific signing has been erected with CCCN logo to confirm continuity of the network. The signing is principally used to provide directional information and is generally in accordance with the guidance provided in the benchmark documents. There are no cycle parking areas defined on the drawings. Details of river crossing, speed-reducing chicanes, and gate by-pass chicanes are provided. These are, at least, as required by the benchmark documents.

- Publicity

By co-ordinating the production of the map within a commercial venture to produce town plans of the area the £5,000 purchased a higher quality of product for a longer period than would otherwise have been possible. Other publicity was through local press interest at no cost to the project.

- Financial sustainability

Vandalism is a problem so the maintenance costs will be significant and these budgets are stretched. However, if the network continues to be a priority of local people then it should be able to command priority from maintenance funds. The map and future reprints should be self financing from sales.

D - Project Development

- Innovation

Overall not an innovative concept but innovative features include:

- Involving local children in the design, manufacture and installation of the artwork and interpretation on the network with associated publicity about the network.
- Publishing a map incorporating both town plans and the cycle network making the cycle map available to many people who would not otherwise purchase a cycle map.
- Undertaking parts of the construction work as part of a training programme helping unemployed people to develop transferable skills.

- Transferability to other projects

Techniques can be widely applied.

- Practical sustainability

Permanent infrastructure.

Project Ref: 12

Orkney Islands Council - Safer Routes to School

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2315**

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To encourage the development of cycling for travel to and from school and college.
- Main elements Construction of safer routes to school from housing estates to educational establishments.
- Project category Safer Routes to School
- Reasons for inclusion in CCI Joint benefits for school travel and opening up countryside cycling opportunities.

B - General^B

Project management

- Staffing and people management Joint working within the Council ensuring partnership working between Education and Roads Departments.
- Programming Completed on programme.
- Cost Project increased in scale and additional funding was obtained from Council to cover this. This was only possible as a result of the close culture of inter-departmental working within the Council.
- Purchasing Three contracts: two linked with developments and one for remainder of works.
- Feedback and monitoring Dialogue with schools and college.
- Risk management Safety audit procedures followed at each stage.

Increasing expenditure levels on cycling

- Total expenditure £110,000
- Funding summary by source
£25,000 CCI
£78,500 Orkney Islands Council
£5,000 Orkney Enterprise
£1,500 Kirkwall Community Council
- Cycle challenge funding as % of total 23% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

Starting from a very low base with very little cycling in Orkney the routes have started to develop cycling and the demand for more routes. A increasing number of cyclists are now being observed but there are at present no data on this.

- Impact on target market

Promotion for leisure and tourist use in addition to linking housing with schools. Significant use has been observed but no data are available.

Raise awareness of cycling

- Overall marketing activity

No formal publicity but the network has attracted local publicity and informal communication networks on Orkney are often more effective than more formal procedures.

- Impact on target market

Awareness of cycling is considered to have increased substantially. The evidence for this is the demand for more cycle routes elsewhere in Kirkwall.

Integration of cycling with other policies

- National transport

Consistent with national transport policy.

- Local transport

Developing local transport strategy includes aims to open up cycling particularly to support tourism.

- Road safety

IHT guidelines on safety/cycle audit were followed using in-house teams supported by the police.

The new routes are used during the cycle proficiency training but overall the number of people involved in cycling accidents has remained fairly constant in the Kirkwall area. The perceived safety benefits have brought calls from local people for similar schemes at other schools.

- Social inclusion

The routes link with Aurrida House which is a residential facility for special needs children opening up opportunities for new activities for children at the school.

- Economic development

The routes are intended to be useful for tourists but the overall impact on economic development is marginal.

- Health

No explicit link.

- Education

Paths are reported to be well used by children going to and from school and for accessing the further education and leisure activities at Kirkwall Grammar School and Orkney College in the

- Environmental protection/ enhancement

The routes and associated landscaping have enhanced the local environment. New lighting has also been provided near the children's play park.

Value for money

- Engineering

There are two types of pavement; overlay on existing using 50mm thick bitumen macadam; and new-build using 50mm thick bitumen macadam on 150mm thick Type 1.

As a two-way cycle / footway, the route at 3.1m wide is in accordance with the guidance given in the benchmark documents. The construction of the pavement is appropriate for sections of cycle route adjacent to or connecting other bituminous surfaces.

Signing and lining in accordance with TSRGD have been applied along the length of the route. It is likely that the route is on existing or to be adopted roads and the signing is legally required. There does not appear to be any directional signing.

There are no cycle parking areas but speed-reducing chicanes are provided and lengths of new / upgraded cycle / footways are lit.

The cost of construction for each element of the works are generally in accordance with those provided in the industry-standard Spons 'Civil Engineering and Highways Price Book'.

- Publicity

None.

- Financial sustainability

Additional maintenance burden from routes but small in relation to overall maintenance liability.

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects

Wide application of techniques is feasible.

- Practical sustainability

Permanent infrastructure.

Project Ref: 13

Highland Cycle Campaign - Cycle Promotion

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Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives
Creation of community based cycle promotion officer working to raise local awareness of cycling.
- Main elements
Targeting communities and their representatives with surveys, publicity, information and practical suggestions.
- Project category
Publicity
- Reasons for inclusion in CCI
Should complement the work of the national cycle development officer and commitment from several funding partners.

B - GeneralB

Project management

- Staffing and people management
Effective networking and good use of staff time. Project officer reported to have worked far beyond the hours for which he was paid.
- Programming
Completed on programme.
- Cost
Completed to cost.
- Purchasing
Job was advertised and best candidate appointed for the funds available.
- Feedback and monitoring
Feedback from the project suggests that measures to promote cycling in the future should include:
 - Education and publicity - leaflets, posters, literature, seminars, briefing sessions.
 - Enabling measures - employers permitting cycle use for work journeys, schools allowing bikes to be brought to school.
 - Infrastructure changes - new routes, traffic management improvements, road crossing facilities.
- Risk management
Risk assessment was considered within individual projects but not explicitly for the promotion activity itself.

Increasing expenditure levels on cycling

- Total expenditure
£12,300

Increasing expenditure levels on cycling

- Funding summary by source
 - £500 Highland Cycle Campaign
 - £6,450 CCI
 - £3,400 Health Promotion
 - £1,000 Highland Council
 - £1,000 Enterprise network

- Cycle challenge funding as % of total 52% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

It is likely that there has been an increase in cycling levels as a result of the promotion activity but the project is only one link in helping to achieve this so the overall impacts have not been assessed.
- Impact on target market

Initial target was both general public and agencies. However time and effort to influence public directly proved to be not cost or time effective so the focus changed to agencies. The main target group was therefore the public and private sector decision makers who could make a difference if they chose to do so.

The project appears to have been effective in overcoming many obstacles to cycling but whether this has resulted in increased cycling is not defined.

Raise awareness of cycling

- Overall marketing activity

The primary aim of the project was marketing activity and the project officer contacted over 300 organisations to make them aware of what they could do for cyclists. As a response to the marketing activity of the project officer many organisations undertook follow up marketing activities including:

 - publicity measures such as distribution of leaflets
 - newsletters
 - lobbying for changes
 - driver awareness training about the needs of cyclists
 - staff travel to work questionnaires
 - production and distribution of maps.

An aim of the project had been to link with the national cycle development officer but this did not prove to be particularly useful.

The project made a significant contribution towards making cycling a mainstream activity by working through existing organisational structures.

Raise awareness of cycling

- Impact on target market

Research identified increased awareness of cycling as a result of the initiative. Over 10% of surveyed organisations responded to a questionnaire that they had developed a better awareness of cycling as a result of the project and nearly all of these indicated that they had taken some practical action as a result of this.

Examples of the practical measures implemented were identified by some including:

- bike purchase and loan schemes were introduced by three organisations
- one company introduced a cycle mileage allowance scheme
- cycle parking was provided in eight new locations
- Installation of shower and locker facilities by one organisation
- Council roads and transport development guidelines were changed to include cycle measures

Integration of cycling with other policies

- National transport

Cycle promotion a key part of national policy

- Local transport

Highland Council has policies to improve cycling. Practical measures to link cycling issues with other transport include:

- Highland Council cycle group established
- Links with bus and rail developed through new cycle representative on Highland Transport Operators Forum

- Road safety

A "safe routes" community group for west Inverness was started but the impacts of this and the other cycling initiatives on safety levels is not known.

- Social inclusion

Regular dialogue established between cycle campaign groups and the Moray Firth partnership.

- Economic development

Regular dialogue established between cycle campaign groups and Inverness town centre manager, and Tourism Trusts.

- Health

Regular dialogue between cycle campaign groups and Raigmore Hospital Trust established.

- Education

Discussions on safer routes to school projects were initiated within two schools.

- Environmental protection/ enhancement

No specific positive or negative impacts identified.

Value for money

- Engineering

Best practice guidance was highlighted as part of the project, but the project did not result directly in any new physical measures.

- Publicity

£12k is a substantial sum for publicity and promotion but it is likely that the work undertaken was as least as effective as other publicity options. However the value from the project relied upon the enthusiasm of the promotion officer.

Value for money

- Financial sustainability

Cycle promotion not funded beyond end of project but separate initiatives within various organisations continue.

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects

Where there is a need for a promotion officer to act as a catalyst for cycle activities then the approach could be adopted anywhere or at any time. However the success of this project was dependent upon the employment of a highly knowledgeable officer who was prepared to commit many hours in excess of those paid. Other projects could not expect to be as successful unless a similar commitment could be achieved from the project officer.

- Practical sustainability

If the project is successful then there should be a decreasing need for a separate cycle promotion officer as time passes.

Project Ref: 14

Inverclyde Council - Cycle Parking and Publicity

Contacts: R J Small, Ronnie Hamilton

**Ladyburn Business Centre, 20 Pottery Street, Greenock,
PA15 2UH.**

**Tel: 01475 742386,
01475 714839**

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives
Project aimed to raise the profile of cycling for leisure and utility trips (Kickstart Initiative).
- Main elements
Publicity and literature about cycling and provision of cycle parking.
- Project category
Publicity
- Reasons for inclusion in CCI
Community involvement in awareness initiative and good targeting of cycle facilities.

B - General^B

Project management

- Staffing and people management
Managed and delivered by Council staff.
- Programming
Completed a few months later than programmed but no resulting problems.
- Cost
Delivered to cost.
- Purchasing
Single contract for supply and installation of stands.
- Feedback and monitoring
Limited feedback based upon requests for publicity materials and number of competition entries.

Usage of cycle stands monitored.
- Risk management
Standard approach so no special consideration.

Increasing expenditure levels on cycling

- Total expenditure
£19,967
- Funding summary by source
£10,000 CCI
£9,967 Inverclyde Council
- Cycle challenge funding as % of total
50% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels
Not defined but impact anticipated to be marginal.
- Impact on target market
Broad based but employers and schools were the focus of some activities.

With the exception of the lockers at the Council offices it was not clear the extent to which the lack of cycle parking was an obstacle and for which target market.

Raise awareness of cycling

- Overall marketing activity
Several hundred local children and adults were involved with the design, publication and launch of cycle promotion calendars so their awareness will have been raised and possibly that of others.

By working through the schools and hospitals the publicity should have helped to make cycling more mainstream. Opposition to installation of cycle stands emphasised that cycling was not considered to be a mainstream activity. The presence of
- Impact on target market
Since general awareness of cycling was poor the publicity initiatives should be helpful at targeting and obstacle. However there was considerable opposition to cycling as not appropriate for a deprived area. Particular dissatisfaction was expressed about a Council led initiative. Road shows were therefore undertaken with the local hospitals and health centres linking cycling and health which was more acceptable to local people.

Integration of cycling with other policies

- National transport
Consistent with national transport aims.
- Local transport
No relevant local transport policies.
- Road safety
No specific safety measures or audit.
- Social inclusion
Links with social inclusion were of major significance. Cycling was opposed as a lifestyle change which was not appropriate for a relatively deprived area. Whether or not the promotion of cycling helped to build respect within the community is difficult to gauge. The publicity aimed to describe the attractive features in the area aiming to build a local pride and respect.
- Economic development
Many tourists pass through the area so the cycle map with tourist information may have been of some benefit.
- Health
The links with health were important given the poor local health and the need for more exercise. As a result of the installation of the cycle stands the Health Authority has contributed funds for other cycle facilities for staff.
- Education
10 schools benefited from new cycle racks.

Integration of cycling with other policies

- Environmental protection/ enhancement Negligible impact.

Value for money

- Engineering
Sheffield cycle stands accord with recommended designs. Supply and installation of 99 Sheffield stands and 4 cycle lockers for £5,000 represents good value for money.
- Publicity
Targeted distribution of materials should have ensured good value. Considerable thought went into ensuring that the issues covered in the materials were relevant to the local attitudes. Most publicity materials have now been distributed.
- Financial sustainability
Sheffield stands considered to be low maintenance. However vandalism is a major problem and is often targeted at cycle facilities so maintenance costs are not insignificant.

D - Project DevelopmentD

- Innovation
Involving school children in the production of the publicity materials was a fairly innovative idea.
- Transferability to other projects
Techniques widely applicable.
- Practical sustainability
As shown by the declining interest in the design of the calendars it is important for such initiatives to be refreshed and developed. With direct repetition they will lose their effectiveness.

Cycle parking provision will only be sustained at a level consistent with use.

Contacts: Peter Hawkins

10 Woodhall Terrace, Edinburgh, EH14 5BR.

Tel: 0131 453 3366

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives To distribute cycle maps to households likely to use them, to encourage cycle owners to cycle more. A secondary objective was to obtain better information about households interested in cycling and on the extent to which a map could increase cycling activity.
- Main elements Issue of leaflet with questionnaire to 200,000 households and issue of free cycle maps to households who complete this questionnaire, the results of which can be used for future cycle
- Project category Publicity
- Reasons for inclusion in CCI Joint approach with Council partners.

B - GeneralB

Project management

- Staffing and people management A strong network of contacts was already established within the Spokes organisation so management of these aspects was relatively straightforward. The interface and accountabilities between Spokes and the Scottish Executive resulted in some project management problems.
- Programming Completed on schedule.
- Cost Slightly increased income from cycle maps allowed the project to be slightly expanded.
- Purchasing Each separate purchase was multiple-tendered.
- Feedback and monitoring Clear and well managed.
- Risk management No explicit risk assessment but some consideration was implicit in the concerns to focus increased cycle activity in parallel with infrastructure improvements.

Increasing expenditure levels on cycling

- Total expenditure £38,000

Increasing expenditure levels on cycling

- Funding summary by source
 - £25,000 CCI
 - £4,000 Edinburgh Council
 - £4,000 West Lothian Council
 - £2,000 Midlothian Council
 - £1,000 sale of maps
 - £2,000 SPOKES

- Cycle challenge funding as % of total 66% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

There is some evidence from Council transport strategies that the long term decline in cycle usage in Edinburgh and the Lothians is starting to be reversed but the contribution of this project cannot be separated.

- Impact on target market

The target market were those who were sufficiently interested in cycling to respond to a cycle survey in order to receive a free cycle map. A quarter reported that they had started cycling as a result of the map and three quarters of survey respondents reported that they had cycled more as a result of the map. Most of the increased use was for leisure purposes.

It seems that knowledge of cycling routes has been a obstacle to cycling and that improved knowledge has increased activity.

Raise awareness of cycling

- Overall marketing activity

Door to door distribution of publicity leaflet to 200,000 households should have made some overall impacts and improved map coverage makes the cycle network more marketable as a practical option.

- Impact on target market

The target market of those who were sufficiently interested in cycling to respond to a survey might be expected to have some baseline awareness but the new maps should have improved this. 5,750 households have contributed to the survey and received the maps so this should have helped to increase their awareness.

Integration of cycling with other policies

- National transport

Helps to provide more comprehensive information in support of national cycling strategy.
- Local transport

Partly funded by the affected Councils. Also data on cycling activity and attitudes should help to support the development of local cycling policy.

In addition to the free maps sales have been made of 676 maps demonstrating their popularity.
- Road safety

Information about routes, gradients, and suitability for cycling should help to encourage safe cycling.
- Social inclusion

Not identified.

Integration of cycling with other policies

- Economic development The maps are being sold through a national catalogue and at bookshops so they could be enhancing the quality of the tourism product in Edinburgh and the Lothians.

- Health No links defined.

- Education Increased numbers of cycle trips to school were reported in the survey work.

- Environmental protection/ enhancement No changes identified.

Value for money

- Engineering Not applicable.

- Publicity OS and town map bases used at low cost and graphic design undertaken below cost by Spokes member. However there was a significant abortive cost involved with tendering these elements to demonstrate that this approach represented best value.

- Financial sustainability Commercial map which was produced will be financially sustainable. General cycle promotion activity can be funded from a number of sources as the extension in West Lothian is demonstrating using landfill tax credit.

D - Project Development

- Innovation Innovative concept to combine data collection with targeted marketing and map distribution. The map itself was considered to be innovative showing much more information about cycle routes (e.g. gradients) than is usual.

- Transferability to other projects Initiative can be transferred and developed for application elsewhere. It is already being extended during 2000 throughout the West Lothian area.

- Practical sustainability The principle of information trading can be sustained although the cycle map information will only work once.

Project Ref: 17

Dundee Teaching Hospital NHS Trust - Cycle Parking

Contacts: Mr A R Orr

Ninewells Hospital and Medical School, Dundee, DD1 9SY. Tel: 01382 660111

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To encourage more staff and students to cycle to the hospital.
- Main elements Provision of secure cycle parking facilities at hospital.
- Project category Workplace facilities and cycle parking
- Reasons for inclusion in CCI Good cycle route near hospital and potential for significant use by staff and students.

B - General^B

Project management

- Staffing and people management Hospital facilities management team well set up for such issues.
- Programming Completed on schedule.
- Cost Additional costs covered by hospital.
- Purchasing Single contract let following multiple tender.
- Feedback and monitoring Bicycle users group monitor usage of facilities and report to hospital management. Access to the facilities is by a key for which a deposit is paid.
- Risk management It was considered important to add lighting and signpost access clearly from nearby road.

Increasing expenditure levels on cycling

- Total expenditure £30,000
- Funding summary by source £7,500 CCI
£22,500 Ninewells Hospital
- Cycle challenge funding as % of total 25% CCI

C - Impact Assessment^C

Increase levels of cycling

- Overall cycling levels Not measured.

Increase levels of cycling

- Impact on target market

There is a waiting list for the 36 new secure spaces. The former open bike rack has about 80 spaces of which about 60 are in use most days. Whether or not this represents an increase in cycling is not known.

Raise awareness of cycling

- Overall marketing activity

Part of green travel plan for hospital but no specific cycle awareness angle.

Green travel plan aims to ensure that high quality cycle, bus and car options are available and that each are viewed appropriately.

- Impact on target market

Only enthusiastic cyclists have given feedback so little increase awareness expected amongst new cyclists.

Integration of cycling with other policies

- National transport

Workplace parking approach consistent with national policies.

- Local transport

Workplace parking approach consistent with local policies.

- Road safety

Lighting and additional signs added to ensure safety. Cycle casualty statistics not recorded.

- Social inclusion

Not identified.

- Economic development

None.

- Health

Implemented by Health authority in consultation with local Council.

No improvement in health anticipated as cyclists have been drawn

- Education

None.

- Environmental protection/ enhancement

Not significant.

Value for money

- Engineering

Standard design proprietary cycle pens.

Reductions in bicycle thefts not monitored.

- Publicity

None.

- Financial sustainability

Low maintenance and can be carried out as part of general hospital facilities.

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects

Could be adopted at any workplace.

- Practical sustainability

Need for project likely to increase with time as car parking becomes more constrained.

Project Ref: 20

Friends of the Earth - Publicity on Bike to Work

Contacts: Ronnie Pryor

30 Mountcastle Terrace, Edinburgh, EH8 7SF.

Tel: 0131 669 0629

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives Promote cycling to work by approaching large employers.
- Main elements Contact large employers and provide them with appropriate publicity resources for their workplace. Original intention to increase subsidy from bike shops for discounted bike purchase but this element did not proceed.
- Project category Publicity
- Reasons for inclusion in CCI Inexpensive project requiring only 20% of total project cost from CCI.

B - GeneralB

Project management

- Staffing and people management Resourced mainly by project manager with support from 8 volunteers.
- Programming Timescale for project not clear.
- Cost Outturn cost to CCI unchanged but substantial increase in resources for leaflet following decision not to subsidise bike purchase.
- Purchasing Tenders obtained separately for the design of the leaflet and its printing.
- Feedback and monitoring No monitoring of project impacts was undertaken.
- Risk management Concerns about the need for better infrastructure were highlighted at all stages.

Increasing expenditure levels on cycling

- Total expenditure £6,800
- Funding summary by source £1,500 CCI
£2,300 FOE
£3,000 employers
- Cycle challenge funding as % of total 22% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

Council statistics suggest that cycle to work levels in Edinburgh show signs of increasing but the contribution of this project is not clear.

- Impact on target market

No monitoring was undertaken of the response of the employers that were targeted.

Not clear if any obstacles were overcome. Project manager considers that poor infrastructure is more critical than awareness in deterring cycling.

Raise awareness of cycling

- Overall marketing activity

No data available on awareness of staff. However project manager considers that improved awareness of transport costs and green travel benefits was one of the major outputs from the project.

Contribution to making cycling a mainstream activity not clear. However views expressed that more people would consider cycling if more people cycled.

- Impact on target market

Not defined.

Integration of cycling with other policies

- National transport

Targeting of employers consistent with national transport and cycling policy.

- Local transport

Targeting of employers consistent with local transport and cycling policy.

- Road safety

No specific safety or cycle audit for any employer.

No statistics on cycle casualties available.

- Social inclusion

Socially excluded groups not targeted.

- Economic development

No significant impact on economic development but liaison with Edinburgh Chamber of Commerce undertaken to support their green transport initiative.

- Health

Joint working with HEBS on the issue of some of the leaflets as part of a "Fitness at Work" campaign.

Impacts on health of population unknown.

- Education

No links

- Environmental protection/ enhancement

No physical changes or significant changes in traffic levels.

Value for money

- Engineering

Not applicable.

Value for money

- Publicity 3,000 leaflets printed and distributed within project budget but value difficult to estimate given lack of monitoring.

- Financial sustainability Only financially sustainable if employer commitment continues.

D - Project Development

- Innovation Not innovative.

- Transferability to other projects Campaigning for green travel commuting needs to be more focused in 2000 to attract the sort of positive public relations that major businesses are looking for.

- Practical sustainability Unlikely that commitment of employers will continue to be possible without tangible results.

Project Ref: 23 Raigmore Hospital NHS Trust, Inverness - Cycle Parking and Routes

Contacts: Mr B M Beattie

Old Perth Road, Inverness, IV2 3UJ.

Tel: 01463 704000

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives For the hospital to be a cycle friendly employer encouraging staff and visitors to cycle as a healthy form of transport and for enjoyment, leisure and sport.
- Main elements Provision of cycle paths, secure cycle parking, shower facilities, cycle purchase scheme for staff, set up bicycle users group.
- Project category Workplace facilities and cycle parking
- Reasons for inclusion in CCI Need established through staff survey.

B - GeneralB

Project management

- Staffing and people management Clear managed structure linked with green travel group, users, car parking management and other hospital facilities management.
- Programming Completed on programme.
- Cost Completed to budget.
- Purchasing Multiple tender using hospital procurement procedures.
- Feedback and monitoring Regular monitoring of usage of cycle stands, bicycle thefts, and through bicycle users group.
- Risk management Risk management measures undertaken including CCTV, lighting, siting of cycle stands and recommendations to Highland Council on priorities for new safe cycle routes.

Increasing expenditure levels on cycling

- Total expenditure £17,250
- Funding summary by source £5,000 Hospital
£2,500 Highland Council
£9,750 CCI
- Cycle challenge funding as % of total 56.5% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

Cycling statistics for Inverness area not available.

- Impact on target market

A 30% increase in cycling by staff was achieved accounting for about 20 new cyclists on an average day.

The project has overcome many obstacles but would benefit from being expanded to cope with the possible increase in cycling. Cycle theft is still a major deterrent and there is a waiting list of 32 members of staff seeking secure cycle lockers.

Raise awareness of cycling

- Overall marketing activity

Several hundred employees of the hospital have become more aware of cycling including 130 new cyclists who have purchased bikes.

By building cycling as an important access mode for staff the project has made a significant contribution to making cycling a mainstream activity.

- Impact on target market

The bicycle users group have become very well informed on cycling issues including receiving relevant publications on a regular basis.

Integration of cycling with other policies

- National transport

Approach follows best practice in national transport policy.

- Local transport

Consistent with Highland Council cycling aims including attracting funding from the Council.

Given the increasing parking charges at the hospital and growing congestion in Inverness, the cycling initiatives are one increasingly popular alternative.

- Road safety

Audit undertaken with recommendations to Highland Council for new cycle lanes.

- Social inclusion

Not applicable.

- Economic development

Not applicable.

- Health

Linked with publicity about healthy lifestyles and a healthy workplace.

- Education

Not applicable.

- Environmental protection/ enhancement

Project is an important element in the plans to limit the growth in the car parking at the hospital. Design of facilities seeks to enhance the hospital environment.

Value for money

- Engineering
Sheffield cycle stands used in line with best practice.
Cycle thefts have reduced from about 26 to 18 per year. High level of perceived security given CCTV, improved lighting and location of cycle stands and lockers.
- Publicity
Use of staff notice boards and internal newsletters at no cost giving good value.
- Financial sustainability
Low maintenance and cost covered within general hospital facilities management.
Management of scheme as part of general hospital green travel planning.

D - Project DevelopmentD

- Innovation
Innovative for Scotland following good practice at hospitals elsewhere in the UK.
- Transferability to other projects
Developing best practice in 1997 and could be more widely
- Practical sustainability
Concepts have been successful and are therefore creating demand for them to be extended.

Contacts: Richard Gerring

Roads and Transport, Glenurquhart Road, Inverness, IV3 5NX. Tel: 01463 702694

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives Safer Routes to School at Nairn Academy.
- Main elements New bike sheds and routes linking school to Nairnshire cycle network.
- Project category Safer Routes to School
- Reasons for inclusion in CCI Pupils involved with project development.

B - General^B

Project management

- Staffing and people management Normal Council capital works programme management but involving consultation with school. Did not build consensus with all key players including parents and teachers to the approach.
- Programming Completion in Autumn 1998.
- Cost Delivered on budget.
- Purchasing Single contract let by multiple tender.
- Feedback and monitoring Questionnaires at school, other pupil feedback through Rector, and monitoring of cycle parking.
- Risk management Difference of approach between school and Council roads department confused risk management.

Increasing expenditure levels on cycling

- Total expenditure £20,000
- Funding summary by source £10,000 CCI
£10,000 Highland Council
- Cycle challenge funding as % of total 50% CCI

C - Impact Assessment^C

Increase levels of cycling

- Overall cycling levels No overall statistics available for the area.

Increase levels of cycling

- Impact on target market

Approximately 15% increase in cycling to school was achieved but there is considerable potential for further growth.

The main impact is that instead of up to 60 bikes being secured to the perimeter fence of the school they are now kept in the bike shed.

Raise awareness of cycling

- Overall marketing activity

Limited impact on cycle awareness.

Presence of bike shed recognises cycling to school as a mainstream choice.

- Impact on target market

Questionnaire survey of school pupils did not suggest that awareness was a major issue.

Integration of cycling with other policies

- National transport

Consistent with aim of more cycling to school.

- Local transport

Links with local cycle network and part of Highland Council cycle strategy.

- Road safety

Cycle audit?. No data available about cycle casualties or perception of safety.

- Social inclusion

No links.

- Economic development

No links.

- Health

Health authority not involved.

- Education

Infrastructure measures not well integrated into school culture.

- Environmental protection/ enhancement

Improved environment by providing parking for cycles so that they were not secured to school railings.

Value for money

- Engineering

Sheffield racks installed within existing shed but roof of shed continued to leak reducing overall benefits. Many pupils therefore chose to use the old racks rather than use the new ones.

- Publicity

None.

- Financial sustainability

Low maintenance liability in the context of the maintenance costs of the school.

D - Project DevelopmentD

- Innovation

Not particularly innovative.

- Transferability to other projects

SRTS has learned from projects such as this and a more community based approach would be required now.

- Practical sustainability

Needs to be further developed for full benefits to be obtained.

Project Ref: 25 Glasgow City Council (Roads and Transport) - Hollyrood Fit For Life

Contacts: Erl Wilkie

20 Cadogan Street, Glasgow, G2 7AD.

Tel: 0141 287 9039

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives To extend school based active commuting initiatives to Holyrood school.
- Main elements New cycle routes, facilities, signing, safety initiatives, and health monitoring for school travel to Holyrood school.
- Project category Safer Routes to School
- Reasons for inclusion in CCI Partnership approach involving children.

B - GeneralB

Project management

- Staffing and people management Management structures already established for other "Fit for Life" projects.
- Programming Completed on schedule.
- Cost Completed to budget.
- Purchasing Engineering works tendered.
- Feedback and monitoring Rigorous monitoring of impacts and high quality evaluation report.
- Risk management Risk management was an important part of the SRTS process.

Increasing expenditure levels on cycling

- Total expenditure £50,000
- Funding summary by source
 - £18,000 Council
 - £6,000 Health Board
 - £6,000 HEBS
 - £20,000 CCI
- Cycle challenge funding as % of total 40% CCI

C - Impact AssessmentC

Increase levels of cycling

- Overall cycling levels No change in overall cycling levels has been observed.

Increase levels of cycling

- Impact on target market

The impacts on cycling by school children have been negligible as the school did not support the inclusion of cycling within the "fit for Life" programme. The project therefore concentrated on walking.

A new school cycle route and associated traffic management measures were installed but school senior management still had safety concerns.

Raise awareness of cycling

- Overall marketing activity

Publicity about project in national press should have helped to market cycling to a small extent. Some of this publicity linked academic achievement to active commuting.

- Impact on target market

Invitation letter sent to all 4,5 and 6th year pupils should have increased awareness. Lack of response by pupils suggests that cycling (to school) is not considered as a mainstream activity

Integration of cycling with other policies

- National transport

Safer routes to school a key plank of national transport policy.

- Local transport

Glasgow City Council policies actively promote such initiatives.

Community ownership of scheme lacking.

- Road safety

Safety audit undertaken following IHT guidelines.

School concerns about cycle safety.

No new cyclists so no casualty impact.

- Social inclusion

Not applicable.

- Economic development

Not applicable.

- Health

Health authority an important partner.

No new cyclists so no direct health impacts.

- Education

Minimal impact as project abandoned after the initial publicity

- Environmental protection/ enhancement

No significant impacts.

Value for money

- Engineering

No obvious concerns but not studied in detail.

- Publicity

HEBS involvement has allowed materials developed as part of the project to be used elsewhere.

Value for money

- Financial sustainability

Low maintenance costs absorbed within general road maintenance requirements.

Further funding would be required for the scheme to move forward to full implementation.

D - Project Development

- Innovation

Scheme forms part of an innovative programme of active school commuting based upon safer routes to school principles.

- Transferability to other projects

SRTS concept can be widely applied and many lessons have been learned from Holyrood project.

- Practical sustainability

Scheme can be developed and promoted but needs a project champion within the school or local community to sustain it.

Project Ref: 27

Moray Council - Cycle Maps and Signs

Contacts: Alexander Ritchie, Ann Dunn

**Economic Development, Planning and Roads Service,
Highfield House, South Street, Elgin, IV30 1PQ.**

**Tel: 01343 541202,
01343 563410**

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To increase cycling as a leisure activity for local people and visitors by enhancing information about local opportunities.
- Main elements Signing and publicity for local tourist rides and cycle racks at strategic locations. Production and sale of maps describing routes.
- Project category Publicity
- Reasons for inclusion in CCI Small project with potential benefits in tourist cycle promotion.

B - General^B

Project management

- Staffing and people management Lead officer in leisure services, project management by the roads department and safety advice from Grampian Police. Working group established for the project has continued to meet to develop new cycling initiatives in Moray.
- Programming Completed on programme.
- Cost Completed to cost.
- Purchasing Tendered contract for printing and signs.
- Feedback and monitoring Each cycle pack contained a feedback form. It is planned to undertake some cycle counts on the routes.
- Risk management A safety policy was developed with free training sessions for new cyclists run by the police.

Increasing expenditure levels on cycling

- Total expenditure £10,581
- Funding summary by source £4,500 Council
£6,081 CCI
- Cycle challenge funding as % of total 57% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

Qualitative observations by the project manager suggest a substantial increase in cycling but there are no data to substantiate this.

- Impact on target market

At the outset the target groups were not identified clearly enough so the potential markets for map sales were unclear. As the markets became clear and the Council advertised in the cycling press then map sales became strong.

Lack of information has been an obstacle for some and it is likely that the maps and signs have assisted in increasing cycling levels.

Raise awareness of cycling

- Overall marketing activity

There had previously been very poor awareness of cycling locally in Moray so the publicity about the project is estimated to have had a marked impact.

The leaflets are targeting at families and non cycle enthusiasts so may have contributed to making cycling more universally accepted.

- Impact on target market

Sales of maps have been good so this suggests that there is more leisure cycling.

Integration of cycling with other policies

- National transport

The project focuses on leisure cycling which is not a key aim of national transport policy but many of the aims are complementary with these policies.

- Local transport

Council transport strategy did not include much about cycling but the project has helped to raise the profile of cycling so that cycling is now part of the strategy.

There has been much positive publicity and support for the initiative.

- Road safety

Safety emphasised in leaflets and project safety policy included training opportunities for cyclists.

No record available of cycle casualties in affected area.

- Social inclusion

Not identified.

- Economic development

There have been enquiries from around the country and from other countries suggesting that the project has had a positive impact on attracting tourists.

- Health

Health authority not involved at this stage but planned for future cycling initiatives.

- Education

Not expected.

Integration of cycling with other policies

- Environmental protection/ enhancement No significant changes to the local environment.

Value for money

- Engineering Not particularly applicable but signing standards not clear.
- Publicity 1,500 guides were printed but sales only picked up following advertising.
Nearly all materials now sold.
- Financial sustainability Signs should have low maintenance costs.
Guides should be self financing from sales.

D - Project Development

- Innovation Not innovative.
- Transferability to other projects Local leaflets are likely to be progressively replaced by more comprehensive cycling maps as is currently planned for Moray.
- Practical sustainability Leaflets need to be kept up to date but otherwise the information continues to be useful.

Contacts: Alex McGrory, Margaret Clark, Derek Murray

Planning and Strategic Development Department, St
Nicholas House, Broad Street, Aberdeen, AB10 1BW.

Tel: 01224 523327,
01224 522677

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To improve cycle links between communities in consultation with local people.
- Main elements Cycle network construction linking towns and villages south of Aberdeen. Linked with travel to school initiative.
- Project category Path construction
- Reasons for inclusion in CCI Complementary school, work and tourism travel benefits including links with public transport.

B - General^B

Project management

- Staffing and people management Resourced mainly by staff from the Council technical services department.
- Programming Substantially completed by April 1999.
- Cost Scope of project increased fourfold following consultation.
- Purchasing Single construction contract.
- Feedback and monitoring Monitoring using counts but most of these have yet to take place.
- Risk management Safety audit procedures followed.

Increasing expenditure levels on cycling

- Total expenditure £140,000
- Funding summary by source
 - £32,000 Aberdeen Countryside project
 - £35,000 developer contributions
 - £1,600 local businesses
 - £56,400 Council
 - £15,000 CCI
- Cycle challenge funding as % of total 11% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels
No data available.
- Impact on target market
Target market defined through participation in the planning of the project developing ownership.

Crossing Wellington Road was a major obstacle and the project involved the installation of a Toucan crossing.

Raise awareness of cycling

- Overall marketing activity
Over 100 people were involved in consultation participation exercise with associated publicity. This involved members of the public mapping the routes they used or would like to use.

Significant contribution to making cycling more mainstream by involving local schools and businesses. However full commitment of schools and businesses has yet to be built.
- Impact on target market
Over time plans for SRTS etc. should allow target markets to be fully developed. There are plans to develop maps and leaflets as part of school project work.

Integration of cycling with other policies

- National transport
Approach consistent with best national practice for developing cycle networks.
- Local transport
Local transport strategy includes aims to develop local cycle network.

There has been strong local support for the measures but calls for an even wider network.
- Road safety
Detailed safety audit procedures were followed with independent teams examining plans and infrastructure at key stages in the project.

Perceived danger for cycling has reduced substantially.

No suitable casualty statistics available for relevant area.
- Social inclusion
Routes and crossings suitable for use by disabled people.
- Economic development
Negligible impact.
- Health
Health authority not involved.

No monitoring of local health.
- Education
Education dept very supportive and school has produced leaflet as part of classwork but full SRTS approach yet to be implemented.

Integration of cycling with other policies

- Environmental protection/ enhancement Enhancement of local environment by construction and landscaping of new routes.

Value for money

- Engineering Approximately 5km of route has been provided implying a cost of £28 per linear metre.

The involved upgrading and widening existing footpaths and some on-road provision. Where the route is on existing footway, local widening to 2.5m on curves and at junctions is provided although the remainder of the route is 2.0m wide. The footway is not delineated in any way. The on road sections are delineated using advisory, 1.5m wide cycle lanes.

Sections of the route 2.5m wide or less, for a two-way cycle / footpath do not fully accord with the guidance given in the benchmark documents.

Route continuity is achieved through the extensive use of signing and lining in accordance with TSRGD. The route is on existing adopted roads and the signing is legally required. TSRGD directional signs have been provided or modified as appropriate. Speed-reducing chicanes have been provided.

- Publicity Designed by school and sponsored by local business.

Not yet printed.

- Financial sustainability Some additional maintenance costs but not significant in context of overall road network.

None.

D - Project Development

- Innovation Not innovative but follows good current practice.

- Transferability to other projects Lessons learned can easily be transferred to other projects.

- Practical sustainability Infrastructure will continue to be a benefit.

Project Ref: 39

Transport Management Solutions - Bikes on Buses

Contacts: Dave Holladay

PO Box 15174, Glasgow, G4 9LW.

Tel: 0141 332 4733

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives To equip bus services with bike carrying devices.
- Main elements Purchase of bike racks and lockers and modification to fit operational buses in Scotland. Original intention had been to fit both front racks and under-floor racks but only under-floor racks were taken forward.
- Project category Bikes and public transport

- Reasons for inclusion in CCI

Innovative project in partnership with bus company.

B - GeneralB

Project management

- Staffing and people management Co-ordinated by project manager but involving bus companies, DETR, and relevant Councils.
- Programming Project has yet to be fully completed with marketing yet to start.
- Cost Cost for under-floor lockers fully spent.
- Purchasing Purchase and modification of racks undertaken separately from fitting through "in kind" contribution from bus company.
- Feedback and monitoring Limited monitoring in place but plans to undertake this once project has been marketed.
- Risk management Requirement to consult with DETR for safety testing requirements.

Increasing expenditure levels on cycling

- Total expenditure £27,380
- Funding summary by source £10,320 CCI
£11,060 Stagecoach
£5,000 Aberdeenshire Council
£1,000 Edinburgh Council
- Cycle challenge funding as % of total 38% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels No impact.

- Impact on target market Negligible.

Raise awareness of cycling

- Overall marketing activity Some publicity about scheme in national press.

- Impact on target market Small.

Integration of cycling with other policies

- National transport Links between bikes and public transport a key part of national policy.

- Local transport Consistent with aims of some councils.

- Road safety Lockers within luggage compartment so safety issues and handling considered to be as for other luggage.

- Social inclusion No impact.

- Economic development No impact as marketing not yet started.

- Health No impact.

- Education No impact.

- Environmental protection/ enhancement No impact.

Value for money

- Engineering 9 buses fitted equivalent to a cost of about £3,000 per bus.

- Publicity Some press interest a no cost to the project.

- Financial sustainability The bike racks which have been fitted should require minimal costs to keep them in service but the operation of the bus fleet to deploy these buses on target routes may not be financially sustainable. Bus companies do not expect that bike racks will generate sufficient journeys to make them economic.

D - Project Development

- Innovation Innovative for the UK though common in some countries.

- Transferability to other projects Bike rack design could be used within the luggage compartments of other coaches if required.

- Practical sustainability

Significant problems due to bus fleet management constraints. Bus operators need flexibility in the way that they operate their fleets and it would be uneconomic to fit every coach with cycle racks so there is no certainty that a bus with a rack will be available on any of the services currently being marketed. For practical sustainability closer targeting of modified buses at particular tourist or commuter markets would be necessary.

Project Ref: 40 PAMIS/ENABLE Glasgow Project - Cycles for Disabled People

Contacts: Lesley Houston, Kate Muir, Kathy Higgins
6th Floor, 7 Buchanan Street, Glasgow, G1 3HL.

Tel: 0141 226 4541,
01382 345154

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To enable disabled people to experience cycling.
- Main elements Purchase of cycles adapted for use by disabled people in conjunction with a carer.
- Project category Cycle purchase
- Reasons for inclusion in CCI Innovative partnership project.

B - General^B

Project management

- Staffing and people management Managed by PAMIS staff.
- Programming Completed on schedule.
- Cost Completed on schedule.
- Purchasing Single main contract with cycle supplier.
- Feedback and monitoring Use of cycles monitored.
- Risk management Within safety policy of organisation.

Increasing expenditure levels on cycling

- Total expenditure £10,080
- Funding summary by source
 - £8,600 CCI
 - £500 Quarriers
 - £500 Capability Scotland
 - £500 Sense Scotland
- Cycle challenge funding as % of total 85% CCI

C - Impact Assessment^C

Increase levels of cycling

- Overall cycling levels Not significant.

Increase levels of cycling

- Impact on target market Bikes have been used on many occasions and the experience has been much appreciated by the clients.

Raise awareness of cycling

- Overall marketing activity Not applicable.
- Impact on target market Clients able to experience cycling.

Integration of cycling with other policies

- National transport Not applicable.
- Local transport Not applicable.
- Road safety Use of cycles covered by Pamis safety policy.
- Social inclusion Initiative targeted specifically at including disabled people in
- Economic development No impact.
- Health Limited impact.
- Education No impact.
- Environmental protection/ enhancement No impact.

Value for money

- Engineering Bikes based upon proprietary designs. There are four manufacturers in Britain of cycles suitable for disabled riders and Pashley cycles in Stratford Upon Avon provided the best package. Two types of bike were purchased to take account of the different types of disability of clients. Cheaper (£1500) bikes could be used if appropriate and the more expensive (£3000) bikes could be used if necessary. This helped to ensure best value for money.
- Publicity Not applicable.
- Financial sustainability Storage is the main ongoing cost but some maintenance of the bikes is also needed.

D - Project DevelopmentD

- Innovation Not particularly innovative.

- Transferability to other projects

Concept can be applied more generally and has been extended to Dundee. Other bike designs are available for less severely disabled people at lower cost and to suit particular disabilities. These include:

- Tandems for blind cyclists who ride at the rear
- Tricycles for people who have difficulties with balance
- Open frames for people with leg mobility problems
- Hand cranked bikes for people with no leg mobility
- Side by side bikes useful for people with stability or mobility problems
- Detachable wheelchair propelled by cycle attachment.

- Practical sustainability

Dependent upon provision and facilities available for caring for disabled clients.

Increasing expenditure levels on cycling

- Cycle challenge funding as % of total 51% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels Not measurable.

- Impact on target market Not measurable.

Knowledge of cycling events may have been a constraint but the effectiveness of the web site in overcoming this is not clear.

Raise awareness of cycling

- Overall marketing activity 5000 hits on the website have been achieved since the start of 2000. If the site is to achieve its objective as an information hub for cyclists then it must be the sort of site which is updated regularly and which people want to visit regularly. This is starting to be achieved as a result of the work through the Scottish Cycle Development Project but there is still some way to go with the development of the site to make it more easily updatable.

- Impact on target market Not measurable.

Integration of cycling with other policies

- National transport Although relevant, more targeted at leisure cycling so fairly marginal to national transport policy aims.

- Local transport Links with local cycling initiatives have not been made as effectively as they could be.

- Road safety Not applicable.

- Social inclusion May help to involve some socially excluded people.

- Economic development Should make a positive contribution but impact has been limited.

- Health Health links not made within information.

- Education No links as yet.

- Environmental protection/ enhancement No significant effect.

Value for money

- Engineering Not applicable.

- Publicity Not sufficient to encourage use of site reducing the value of the project overall.

- Financial sustainability Currently funded by Edinburgh Bicycle Ltd and the Scottish Cycle Development Project with considerable voluntary time.

D - Project DevelopmentD

- Innovation Not innovative.
- Transferability to other projects Web site development approach of marginal assistance with future schemes elsewhere since there were problems. However current development work towards completed site should result in a high quality transferable product.
- Practical sustainability Depends upon continued support from CTC and others.

Project Ref: 48

Lothian Safe Routes - Support for SRTS

Contacts: Ian Maxwell

5 St Mark's Place, Edinburgh.

Tel: 0131 669 6542

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives Increased activity on developing safer routes to school.
- Main elements Information and advice service to support schools, parent groups and Councils to promote children cycling and walking to school.
- Project category Publicity
- Reasons for inclusion in CCI Partnership project which should raise awareness of cycling.

B - GeneralB

Project management

- Staffing and people management Managed and resourced largely by project co-ordinator. Some problems defining and appropriate level of accountabilities and responsibilities to Scottish Office.
- Programming As planned.
- Cost Completed to budget.
- Purchasing Tendering process amongst people who could do the work. Some parts sub-contracted to Joanna Cleary.
- Feedback and monitoring Mainly through final report on activities pursued.
- Risk management Inherent within SRTS approach.

Increasing expenditure levels on cycling

- Total expenditure £20,000
- Funding summary by source
 - £1,000 Spokes
 - £3,000 volunteer time
 - £2,000 Lothian Health
 - £2,000 Edinburgh Council
 - £1,000 West Lothian Council
 - £500 Midlothian Council
 - £500 East Lothian Council
 - £10,000 CCI
- Cycle challenge funding as % of total 50% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels Not measurable.
- Impact on target market Not measurable but support and information for schools and parents is likely to have helped to overcome some obstacles. Significant increases in cycling are reported at some schools with schemes.

Raise awareness of cycling

- Overall marketing activity Information will have had a broad coverage and has been important in the development of SRTS concepts in Scotland. The process of raising interest, discussion of options and possibilities and training and dissemination of good practice were all essential for SRTS although the relative influence on cycling relative to walking is probably limited.
- Impact on target market 40 teachers and pupils involved in study trip to York have benefited but awareness will have been raised more broadly through the information, publicity, web site etc. Cycle training techniques from the York experience are now being used in new training schemes being set up in Glasgow and Edinburgh.

Integration of cycling with other policies

- National transport SRTS an aim within national policy.
- Local transport Strong links with developing local Council policy for SRTS a key element within the work.

By engaging local people in practical schemes the project should have had a positive effect on implementing local transport strategies.
- Road safety By encouraging safer travel to school should have a positive influence.
- Social inclusion No impact.
- Economic development No impact.
- Health Health Authority involved in the schemes but impacts on health not monitored.
- Education Support provided for various education objectives including safe travel and environmental awareness. This area was viewed as a particular priority. There often appear to be communication problems within Councils between Education and Roads Departments but schools listen to parents they can be the best entry into schools.
- Environmental protection/ enhancement Limited effect.

Value for money

- Engineering Not applicable.
- Publicity Use of newsletter and internet good value.
- Financial sustainability Strong voluntary sector input may allow continued support but public funding is unlikely to continue beyond initial stage.

D - Project Development

- Innovation Not innovative.
- Transferability to other projects Local SRTS resource support unlikely to be of benefit in the future but there may still be scope for a national resource centre, perhaps delivered through a voluntary body. Some advice is now being given to assist in setting up Borders network. Web based resources have proved to be particularly useful.
- Practical sustainability Only practically sustainable if resource continues to be updated and developed.

Project Ref: 49

Roseburn School - Cycle Club

Contacts: Malcolm Bruce

Roseburn Street, Edinburgh, EH12 5PL.

Tel: 0131 337 4202

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives Formation of school cycling club.
- Main elements Purchase of cycle maintenance equipment, cycle maintenance training, newsletters, and supervised outings.
- Project category Cycle club
- Reasons for inclusion in CCI Low cost participative project.

B - GeneralB

Project management

- Staffing and people management Led by a parent.
- Programming Completed on budget.
- Cost Completed to cost.
- Purchasing Small items as required.
- Feedback and monitoring Through cycle club liaison.
- Risk management Clear policy based upon adult supervision and type of activity permissible.

Increasing expenditure levels on cycling

- Total expenditure £900
- Funding summary by source £450 CCI
£450 school
- Cycle challenge funding as % of total 50% CCI

C - Impact AssessmentC

Increase levels of cycling

- Overall cycling levels Small impact.

Increase levels of cycling

- Impact on target market

Increased cycling amongst club members. The main impact is from organised cycle trips which encourage people to make the effort to cycle when they might otherwise not have bothered. Also new opportunities as a result of training and maintenance support by overcoming obstacles.

Raise awareness of cycling

- Overall marketing activity

Media coverage of club including television programme will have helped to support cycle awareness both locally and nationally.

- Impact on target market

Strong support for cycle awareness amongst club members.

Integration of cycling with other policies

- National transport

Limited relevance.

- Local transport

Limited impact but helps to make cycling more popular.

- Road safety

Positive impact due to better trained cyclists and better maintained bikes. Some of the bikes brought to the club had no brakes and many of the club members did not know how to put on their cycle helmets properly. By tackling these issues though support and training the safety improvements do not just apply to organised outings but for other cycle trips.

- Social inclusion

No impact.

- Economic development

No impact.

- Health

No explicit links with health.

- Education

Base of club within school constructive for both the club and the school.

- Environmental protection/ enhancement

No impact.

Value for money

- Engineering

Not applicable.

- Publicity

Not applicable.

- Financial sustainability

Should be self supporting.

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects

School based clubs could be developed more widely.

- Practical sustainability

No obstacles to continuation of club provided parent support continues.

Contacts: Catherine Devlin, Catriona Macdonald

The Triangle, Kirkintilloch Road, Bishopbriggs, G64 2TR. Tel: 0141 762 6222

Criterion/Sub-criterion	Assessment
A - Project Specification	
● Objectives	Publicity about cycle route.
● Main elements	Production of cycling leaflet.
● Project category	Publicity
● Reasons for inclusion in CCI	Inexpensive way to raise awareness of cycle route.
B - General	
<i>Project management</i>	
● Staffing and people management	Resourced by Council planning department staff.
● Programming	Completed to programme.
● Cost	Completed to cost.
● Purchasing	Design work on leaflet with voluntary local cycle group with external printing contract.
● Feedback and monitoring	Comments made by local people to the Council.
● Risk management	None.
<i>Increasing expenditure levels on cycling</i>	
● Total expenditure	£2,220
● Funding summary by source	£890 CCI £1,330 Council
● Cycle challenge funding as % of total	40% CCI
C - Impact Assessment	
<i>Increase levels of cycling</i>	
● Overall cycling levels	Possibly a small positive impact.
● Impact on target market	No defined target market.

Raise awareness of cycling

- Overall marketing activity 6,000 leaflets were distributed so awareness may have increased for this sort of number.

- Impact on target market No defined target market.

Integration of cycling with other policies

- National transport Consistent with national policy.
- Local transport Network in leaflet emerged from local cycling strategy.
- Road safety Not considered.
- Social inclusion No particular impact.
- Economic development No identified impact.
- Health Health benefits of cycling recognised but no formal link.
- Education Routes include those to and from school but impact of leaflet minimal.
- Environmental protection/ enhancement No effect.

Value for money

- Engineering Not applicable.
- Publicity 60% of leaflets distributed.
- Financial sustainability No ongoing costs.

D - Project Development

- Innovation Not innovative.
- Transferability to other projects Leaflets may have an future role.
- Practical sustainability Provided routes continue to be maintained.

Contacts: Catherine Devlin, Catriona Macdonald

The Triangle, Kirkintilloch Road, Bishopbriggs, G64 2TR. Tel: 0141 762 6222

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To provide an extension to the East Dunbartonshire cycle network.
- Main elements Cycle route construction.
- Project category Path construction
- Reasons for inclusion in CCI Links housing with school and leisure centre.

B - General^B

Project management

- Staffing and people management Resourced by council planning department.
- Programming Completed on schedule.
- Cost Completed on budget.
- Purchasing Single main contract let by multiple tender.
- Feedback and monitoring Cycle counts planned.
- Risk management No specific action.

Increasing expenditure levels on cycling

- Total expenditure £27,200
- Funding summary by source £10,880 CCI
£16,320 Council
- Cycle challenge funding as % of total 40% CCI

C - Impact Assessment^C

Increase levels of cycling

- Overall cycling levels Likely to have had some impact on overall levels of cycling in the area.
- Impact on target market Target groups such as school children travelling to and from school have been observed using the route in large numbers.

Raise awareness of cycling

- Overall marketing activity Limited impact.
- Impact on target market Limited impact but increase use may result from some increased awareness..

Integration of cycling with other policies

- National transport Consistent with national approach.
- Local transport Part of local cycling strategy.
- Road safety No specific safety audit.
- Social inclusion Impacts on socially excluded target groups.
- Economic development Negligible.
- Health No explicit links.
- Education Not defined but possibly some small impact.
- Environmental protection/ enhancement General upgrading and landscaping will have had a positive

Value for money

- Engineering
The finished cycle route is 2m wide and is constructed to appropriate standards for a rural route. The route is approximately 500m and is constructed through 'virgin' land. The cost per linear metre is £54.
The pavement make up is 10mm thick whin dust on 140mm thick Type 1 on 75mm down crushed stone where poor formation is encountered. The edges are formed using timber edgings.
As a two-way cycle / footway, the route at 2m wide does not fully accord with the guidance given in the benchmark documents. The construction of the route is appropriate for sections of cycle route through adjacent 'rural' areas adjacent but is not the most appropriate construction for a route to school.
- Publicity None.
- Financial sustainability Some additional maintenance cost but negligible in the context of the overall road and path network.

D - Project Development

- Innovation Not innovative.
- Transferability to other projects No new skills or methods learned.
- Practical sustainability Infrastructure should continue to be useful.

Contacts: John R Zimny, Andy Nichol

County Buildings, Market Street, Forfar, DD8 1BX.

Tel: 01307 461460

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives To increase the amount of leisure cycling.
- Main elements Provision of cycles for hire at caravan sites and leaflets to market the scheme.
- Project category Cycle purchase
- Reasons for inclusion in CCI After initial costs self financing and linking with tourism aims.

B - GeneralB

Project management

- Staffing and people management Angus Council recreation services managed and resourced the project.
- Programming Delivered on schedule.
- Cost Costs as estimated.
- Purchasing Purchase of bikes at cheapest price.
- Feedback and monitoring Since cycles are for hire there are comprehensive records of use.
- Risk management Discussed with Council legal department and insurers and safety policy clarified.

Increasing expenditure levels on cycling

- Total expenditure £28,080
- Funding summary by source £4,100 CCI
- Cycle challenge funding as % of total 15%CCI

C - Impact AssessmentC

Increase levels of cycling

- Overall cycling levels 20 cycle hires in first year and 121 cycle hires in 1999.

Increase levels of cycling

- Impact on target market

The target group at caravan sites in year 1 did not prove to be a fruitful market so the bikes were moved to the Lochside leisure centre where a more significant number of hires were achieved.

Raise awareness of cycling

- Overall marketing activity

The project was publicised and signed but the overall impacts on cycle awareness has been small.

- Impact on target market

Original target market of caravanners appear to have a good awareness of cycling opportunities and bring their own bikes if they wish to cycle.

Integration of cycling with other policies

- National transport

Not particularly relevant to national policy.

- Local transport

Not linked with Council transport policy.

- Road safety

No significant issues.

- Social inclusion

Potentially could help to make cycling accessible for people who cannot afford a bike.

- Economic development

Marginal impact in increasing the attractiveness of Angus for tourism.

- Health

No health involvement.

- Education

No impact.

- Environmental protection/ enhancement

No significant impact.

Value for money

- Engineering

Not applicable.

- Publicity

Local signs used so good value.

- Financial sustainability

Dependent upon demand for hires. Different locations are being investigated with higher income levels being obtained.

D - Project DevelopmentD

- Innovation

Not innovative.

- Transferability to other projects

Not likely to be successful unless demand carefully assessed in advance.

- Practical sustainability

Dependent upon demand and availability of cycles from other sources.

Project Ref: 61 Glasgow City Council (Parks and Recreation) - Cycle Training

Contacts: Sharon Burns

37 High Street, Glasgow, G1 1LX.

Tel: 0141 287 5933

Criterion/Sub-criterion	Assessment
A - Project SpecificationA	
● Objectives	To help women start cycling.
● Main elements	Bike purchase to allow cycle training for women including maintenance.
● Project category	Cycle purchase
● Reasons for inclusion in CCI	Inexpensive targeted approach with plans for continuing it in longer term.
B - GeneralB	
<i>Project management</i>	
● Staffing and people management	Staffed mainly by Glasgow Council but external instructors employed for training.
● Programming	Completed on schedule.
● Cost	Completed on budget.
● Purchasing	Lowest quote for bikes.
● Feedback and monitoring	Comments by course participants.
● Risk management	Normal safety policy.
<i>Increasing expenditure levels on cycling</i>	
● Total expenditure	£3,750
● Funding summary by source	£1,500 CCI £2,250 Council
● Cycle challenge funding as % of total	40% CCI
C - Impact AssessmentC	
<i>Increase levels of cycling</i>	
● Overall cycling levels	Negligible.

Increase levels of cycling

- Impact on target market

If there was a reluctance to cycle amongst some of the women before the programme started then this may have been overcome. However there is no evidence of a significant impact since the courses were designed as a sporting activity. Cycling has been undertaken during the courses for about 70 people per year.

Raise awareness of cycling

- Overall marketing activity

As part of general women in sport helping to reinforce the important leisure and sport role for cycling.

- Impact on target market

Small positive impact helping some people to recognise that cycling can be fun.

Integration of cycling with other policies

- National transport

Not relevant.

- Local transport

No defined links.

- Road safety

Training should help with safety.

- Social inclusion

Socially excluded groups are well represented on the Council programmes.

- Economic development

No link.

- Health

Programme aims to make a positive contribution to health and cycling is one activity that participants can carry on beyond the training sessions.

- Education

No link.

- Environmental protection/ enhancement

No link.

Value for money

- Engineering

Not applicable.

- Publicity

None.

- Financial sustainability

Minimal ongoing bike maintenance costs. However bikes were all stolen so financial sustainability depended upon insurance.

D - Project DevelopmentD

- Innovation

Slightly innovative given very narrow focus.

- Transferability to other projects

Only transferable if a similar women in sport programme resource has been set up. The cycling elements are marginal to the overall programme.

- Practical sustainability

Bikes can continue to be used provided the overall programme continues.

Project Ref: 62 South Lanarkshire Council - East Kilbride Cycle Routes and Parking

Contacts: Joe McHugh, Greg Brown

Council Offices, Almada Street, Hamilton, ML3 0AA.

**Tel: 01698 454484,
453665**

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives To increase the number of people cycling to work, to education and to shopping.
- Main elements Construction of new cycle paths in East Kilbride to provide an expanded network.
- Project category Path construction
- Reasons for inclusion in CCI Comprehensive approach linking to national networks.

B - GeneralB

Project management

- Staffing and people management Managed by staff in the Council's roads and transport department using in house design and external contractors.
- Programming Completed on schedule.
- Cost Completed on budget.
- Purchasing Single main construction contract.
- Feedback and monitoring Counters have yet to be installed for monitoring of usage.
- Risk management Public views were sought on how to best improve safety but no formal audit procedures followed.

Increasing expenditure levels on cycling

- Total expenditure £100,000
- Funding summary by source £50,000 CCI
£50,000 Council
- Cycle challenge funding as % of total 50% CCI

C - Impact AssessmentC

Increase levels of cycling

- Overall cycling levels Not defined.

Increase levels of cycling

- Impact on target market Not defined.

Raise awareness of cycling

- Overall marketing activity Leaflets produced and distributed at information points in the town. These were found to be useful and have probably helped cycling to be viewed more positively within the town.

- Impact on target market Leaflets were provided to every school child raising their awareness of these safer routes.

Integration of cycling with other policies

- National transport Consistent with national transport aims.
- Local transport Part of local transport and cycling strategy.
- Road safety Safety issues at roundabouts still considered to be a problem but overall new paths should have had a positive impact.
- Social inclusion No particular link.
- Economic development Minimal impact.
- Health No explicit links.
- Education Publicity link with schools and some cycle stands installed, but no formal SRTS process.
- Environmental protection/ enhancement Routes and landscaping have helped to improve the local environment.

Value for money

- Engineering 26 km of new route and 200 cycle stands representing good value for money. Path construction consisted of 20mm asphalt on 40 mm dense bitumen macadam on 150mm type 1 sub-base. In some places this construction was used to widen an existing footpath and in other locations new paths were built. The path width varies depending upon the space available and the local environment but is generally less than the 3 metre width specified in national guidelines for a two way path. In other respects national guidance appears to have been followed.
- Publicity Cycle leaflet fully distributed.
- Financial sustainability Additional maintenance costs for routes but not significant. Cycle promotion being pursued using Council funding.

D - Project DevelopmentD

- Innovation Not innovative.

- Transferability to other projects

Continuing role for new route construction.

- Practical sustainability

New infrastructure of continuing benefit.

Project Ref: 63

Aberdeen Cyrennians - Cycle Pool

Contacts: Mark Armstrong, Sharon O'Loan, Ian Duncan

Simon House, 106 Crown Street, Aberdeen, AB11 6HJ.

Tel: 01224 572877

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To enable young homeless people to gain new skills and develop new opportunities.
- Main elements Purchase of mountain bikes.
- Project category Cycle purchase
- Reasons for inclusion in CCI Inexpensive focused approach.

B - General^B

Project management

- Staffing and people management Managed by staff at the centre.
- Programming Delivered on schedule.
- Cost Completed on budget.
- Purchasing Based on cheapest quote.
- Feedback and monitoring Use of the bikes is monitored.
- Risk management The Aberdeen Cyrennians have a health and safety policy group which manages all such issues. For this project a risk assessment was undertaken and a safety plan prepared.

Increasing expenditure levels on cycling

- Total expenditure £1,800
- Funding summary by source £1,620 CCI
£180 Cyrennians
- Cycle challenge funding as % of total 90% CCI

C - Impact Assessment^C

Increase levels of cycling

- Overall cycling levels Marginal increase.

Increase levels of cycling

- Impact on target market

Large impact on cycle activity amongst homeless people. This group have had a wide range of opportunities opened up to them for leisure travel and for travel to work placements.

Raise awareness of cycling

- Overall marketing activity

Not relevant.

- Impact on target market

Improved awareness and experience of cycling amongst homeless people.

Integration of cycling with other policies

- National transport

Marginal relevance to national policy.

- Local transport

Consistent with local inclusive transport and cycling aims.

- Road safety

Both staff and participants have taken cycle training including training to become instructors.

- Social inclusion

Targeted at one socially excluded group and project has made a significant impact for them.

- Economic development

Not applicable.

- Health

Positive contribution to healthy lifestyles for participants.

- Education

Nor applicable.

- Environmental protection/ enhancement

Not applicable.

Value for money

- Engineering

Not applicable.

- Publicity

None.

- Financial sustainability

Ongoing cost insignificant.

D - Project DevelopmentD

- Innovation

Slightly innovative given very narrow focus.

- Transferability to other projects

Concepts could be applied elsewhere.

- Practical sustainability

Provided storage can continue to be provided for the bikes and parent organisation continues they can continue to be used.

Project Ref: 64

Kinross-shire Community Action Project - Cycle Route

Contacts: Janet Croft, Brenda Clough

Glenside, Tillyrie, Milnathort, Kinross, KY13 7RW.

Tel: 01577 864105

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives To construct a cycle route round Loch Leven.
- Main elements Construction of a cycle route with associated signing.
- Project category Path construction
- Reasons for inclusion in CCI Links with tourism for promotion of local area.

B - GeneralB

Project management

- Staffing and people management Day to day management by Perth and Kinross Council reporting to a Partnership steering group. This was because the Community Council could not hold funds to administer the project.
- Programming Completed on schedule.
- Cost Completed to cost.
- Purchasing Single construction contract administered by Council and let by multiple tender.
- Feedback and monitoring Monitoring by the local Council is planned for 2000.
- Risk management Not explicitly considered at the design stage but safety concerns identified during construction and improvements made.

Increasing expenditure levels on cycling

- Total expenditure £55,000
- Funding summary by source £25,000 CCI
£20,000 ERDF
Trust £10,000 Countryside
- Cycle challenge funding as % of total 45% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

Path observed to be busy and some of this activity is likely to be new cyclists.

- Impact on target market

Impact on tourist cycling not established.

Raise awareness of cycling

- Overall marketing activity

There are plans to market the route as a key link from Fife Cycle network but this will await completion of the full route round the loch.

- Impact on target market

No specific marketing undertaken as yet.

Integration of cycling with other policies

- National transport

Consistent with national transport policy.

- Local transport

Part of local council cycling strategy.

- Road safety

Off road route aiming to improve cycle safety.

- Social inclusion

No particular impact.

- Economic development

No particular impact.

- Health

No explicit link.

- Education

No explicit link.

- Environmental protection/ enhancement

Project improves environment so that it can be enjoyed by local people without damage being caused to the vegetation and wildlife.

Value for money

- Engineering

There were problems with the surfacing since the fines were washed through the Type 1 base. Whether or not this was a problem with the Type 1 or the specification for the drainage is under dispute but it is likely that both contributed. These problems are likely to reduce the value for money of the project but in general the specification complies with best practice.

- Publicity

Publicity has been largely deferred until the whole route round the loch is complete but progress to date has been covered in local newspapers.

- Financial sustainability

Additional maintenance costs part of Council road and path network.

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects Approach relevant elsewhere.
- Practical sustainability Permanent infrastructure.

Contacts: Dennis Freeman, Steve Taylor, Peter McCallum

Woodhill House, Westburn Road, Aberdeen, AB16 5GB

Tel: 01224 664809

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To increase the amount of bike and ride from rail stations in Aberdeenshire.
- Main elements Installation of secure cycle parking facilities to support cycle access for rail commuting from Huntly, Inch, Inverurie, Portlethen, and Stonehaven.
- Project category Bikes and public transport
- Reasons for inclusion in CCI Targeted at commuters and plans for before and after surveys.

B - General^B

Project management

- Staffing and people management Aberdeenshire Council in partnership with Railtrack, ScotRail etc.
- Programming Delayed until 2000 to take account of Railtrack plans for station refurbishment.
- Cost As planned.
- Purchasing Lockers purchased from supplier during CCI period but only installed in summer 2000 following station refurbishment.
- Feedback and monitoring Access to the lockers will be by a key obtained from Council offices so usage can be easily monitored. Also regular meetings are held of a local cycle liaison group and this mechanism will be used to obtain feedback.
- Risk management Not managed explicitly but highly visible locations for lockers should ensure that they can be used safely.

Increasing expenditure levels on cycling

- Total expenditure £36,000
- Funding summary by source £10,000 Aberdeenshire Council
£10,000 CCI
£16,000 Railtrack
- Cycle challenge funding as % of total 28% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels Not yet identified.
- Impact on target market Stations have a potential cycle catchment which could reduce pressure on car parking but impacts not yet determined.

Raise awareness of cycling

- Overall marketing activity None to date.
- Impact on target market None to date.

Integration of cycling with other policies

- National transport Consistent with national policy aims.
- Local transport The local transport strategy seeks to increase the number of commuting trips into Aberdeen by public transport. The bike and ride options should improve the attractiveness of rail.
- Road safety Minimal impact on safety of cyclists.
- Social inclusion No specific impact.
- Economic development Marginal impact in increasing accessibility of workforce and economic development prospects.
- Health No explicit links.
- Education No impact.
- Environmental protection/ enhancement No reduction in parking planned at station but overall station regeneration plans will have a positive environmental impact.

Value for money

- Engineering Proprietary cycle lockers located in a safe well lit environment. However since stations are unmanned the arrangements for gaining access to the lockers may reduce usage and overall value for money.
- Publicity None to date but advertising panels are being placed on the ends of the lockers and leaflets will be made available from Council offices and stations.
- Financial sustainability Additional maintenance costs small and absorbed within general station maintenance.

D - Project Development

- Innovation Innovative for more minor Scottish stations.

- Transferability to other projects

Techniques already widely used around the country. Research from other parts of Europe has suggested that if the lockers at stations are supplemented with safe routes to stations then the impacts will be much greater. It is estimated that 60% of the UK population live within 15 minutes cycle ride of a rail station.

- Practical sustainability

Permanent infrastructure.

Project Ref: 69

Forestry Commission - Cycle Route Construction

Contacts: Jeremy Thomson

**Scottish Borders Forest Enterprise, South Section, Weavers
Court, Forest Mill Selkirk, TD7 5NY.**

Tel: 01750 21120

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives Opening up a cycle trail suitable for cyclists of all fitness levels.
- Main elements Cycle route construction from Peebles through Glentress Woodland Park
- Project category Path construction
- Reasons for inclusion in CCI Links with historical sites.

B - General^B

Project management

- Staffing and people management Managed by Forestry Commission staff.
- Programming Completed to schedule.
- Cost Completed on budget.
- Purchasing A main contractor was used for heavy plant operations. Other pathworks were undertaken by the Borders Environmental Task Force with some input from forestry workers.
- Feedback and monitoring Counters have been installed and qualitative feedback is sought in publicity leaflets.
- Risk management Forest Enterprise safety policy includes a management regime involving inspection of works before public access is allowed and regular inspections whilst they are in use.

Increasing expenditure levels on cycling

- Total expenditure £16,000
- Funding summary by source £8,000 CCI
£8,000 Forest Enterprise
- Cycle challenge funding as % of total 50% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

A significant increase has been achieved more than doubling the number of visitors to Glentress Forest. 86,000 walkers and cyclists used the new route in 1999 of which about 40% are estimated to be cyclists. Prior to the construction of the new routes there were under 40,000 visitors per annum to the Woodland Park mostly walkers. It is not known whether the additional 35,000 cycling trips are transferred from other parts of the country or are new cycling trips altogether.

- Impact on target market

The main target market was tourists for day trips or longer stays. About 70% of the cycling trips are by day visitors and about 15% are tourists from further afield and overseas. The remainder are trips by local people. The target number of cyclists was 1,500 per year so the actual figure at around 35,000 is very encouraging. Of the day trips about 60% are people from the Glasgow and Edinburgh areas.

Raise awareness of cycling

- Overall marketing activity

The route has been strongly marketed using leaflets, by the Tourist Board, on the radio and in the local press. This has helped to make cycling more recognised as a popular leisure activity.

- Impact on target market

Publicity should have increased awareness amongst tourists.

Integration of cycling with other policies

- National transport

Not particularly relevant to national policy.

- Local transport

Not a key part of local transport policy but popularises cycling increasing the likelihood of people using bikes more for other trips.

- Road safety

Not applicable.

- Social inclusion

Route used for outings for socially excluded groups.

- Economic development

The route is likely to have made a significant contribution to the local tourist economy. Many visitors come from nearby hotels which publicise the opportunities. The linking of the route with tourist attractions including interpretation through the construction of an iron age settlement is a particular strength.

- Health

No explicit links.

- Education

Routes have been used by school groups.

- Environmental protection/ enhancement

Routes have helped to improve the enjoyment of the forest environment. The interpretation and artwork are particularly imaginative.

Value for money

- Engineering

Standard Forestry Commission specifications were used. These involve minimum disturbance and upgrading of existing tracks where possible and gives good value for money for leisure paths. The design is based on the United States Department of Agriculture (USDA) publication 'Mountain Bike Trails: Techniques for Design, Construction and Maintenance'. The design principles are not dissimilar to the guidance given in the benchmark documents for 'rural' routes although there is much more advice given for sections with steeper gradients.

With respect to pavement design, the document encourages rougher surfaces with roots and rocks left in place or the inclusion of man-made barriers to reduce speed and in the longer term, path erosion.

The guidance suggests signing appropriate to the local area to minimise the visual intrusion. This covers both informative and directional signing to keep users moving on the most appropriate route again to minimise 'path-spread'.

The signing grades the difficulty of the route to ensure that inexperienced users are not compromised by encountering sections of unexpected steep climb or rough terrain.

- Publicity

Well laid out leaflet consistent with good practice.

- Financial sustainability

Level of maintenance costs arising from new infrastructure.

Level of on-going subsidy needed for non-infrastructure measures.

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects

Ongoing need for such schemes.

- Practical sustainability

Permanent infrastructure.

Project Ref: 70

First Aberdeen Ltd. - Bike and Ride

Contacts: Mr I McKessock

395 King Street, Aberdeen, AB24 5RP.

Tel: 01224 650000

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To encourage bike and ride from bus park and ride site.
- Main elements Install 7 secure cycle lockers.
- Project category Bikes and public transport
- Reasons for inclusion in CCI Inexpensive and innovative with local authority as partner.

B - General^B

Project management

- Staffing and people management Managed by First Group.
- Programming Completed on schedule.
- Cost Completed on budget.
- Purchasing Cheapest of 3 quotes for supply and installation.
- Feedback and monitoring Not monitored.
- Risk management Site owned and maintained by City Council and all aspects covered by Council safety policy.

Increasing expenditure levels on cycling

- Total expenditure £5,000
- Funding summary by source £1,250 Council
£1,250 First Group
£2,500 CCI
- Cycle challenge funding as % of total 50% CCI

C - Impact Assessment^C

Increase levels of cycling

- Overall cycling levels Not defined.
- Impact on target market Not thought to be particularly well used.

Raise awareness of cycling

- Overall marketing activity Limited marketing with small impact.

- Impact on target market Fairly small.

Integration of cycling with other policies

- National transport Consistent with national transport policy for integration between modes and support for cycling and bus travel.

- Local transport Part of local transport strategy for development of bus park and ride.

- Road safety Impacts not thought to be significant.

- Social inclusion No particular link.

- Economic development No explicit link.

- Health No explicit link.

- Education No particular link.

- Environmental protection/ enhancement No significant impact.

Value for money

- Engineering Proprietary product but not particularly robust. Onus on users for safe locking may be open to abuse.

- Publicity Better value might have been obtained with more publicity.

- Financial sustainability Maintenance of the facilities is the responsibility of the City Council along with other aspects of the park and ride site.

D - Project Development

- Innovation Innovative for Scotland though similar lockers are widely used at rail stations.

- Transferability to other projects With some modifications, concept has potential for wider implementation.

- Practical sustainability Need is likely to increase so impacts should be sustained and grow provided lockers are maintained.

Project Ref: 72

Sustrans - Cycle Route in Rouken Glen Park

Contacts: Stefanie Bourne, Duncan Fordyce, Chris Wise

53 Cochrane Street, Glasgow, G1 1HL

Tel: 0141 221 8838

Criterion/Sub-criterion

Assessment

A - Project SpecificationA

- Objectives To develop a demonstration project of shared use path operation including for disabled users.
- Main elements Construction of circular cycle route including sculpture trail and signs.
- Project category Path construction
- Reasons for inclusion in CCI Suitable for use by disabled people linking with PAMIS/ENABLE project.

B - GeneralB

Project management

- Staffing and people management Largely administered by East Renfrewshire Council in conjunction with Sustrans.
- Programming Completed slightly behind schedule.
- Cost Completed to budget.
- Purchasing Design and build by Scottish Countryside Project following tendering exercise.
- Feedback and monitoring No data is available as yet but the park rangers provide qualitative feedback.
- Risk management Information is provided for park users on safety in the park particularly for the cycles for disabled people.

Increasing expenditure levels on cycling

- Total expenditure £35,000
- Funding summary by source £18,000 CCI
£9,000 East Renfrewshire Council
£8,000 Renfrewshire Enterprise
- Cycle challenge funding as % of total 51% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels
Marginal impact on general cycle levels.
- Impact on target market
Paths have been observed to be well used for leisure cycling and the new opportunities appear to be attracting the mix of uses intended, including for the cycles for the disabled. Families and children have been observed cycling to the park from nearby areas such as Newton Mearns using on road cycle routes.

Raise awareness of cycling

- Overall marketing activity
No significant impact but there was some press coverage of the new facilities.
- Impact on target market
No significant impact.

Integration of cycling with other policies

- National transport
Some relevance to national transport since shared use paths have been a key policy issue.
- Local transport
Limited relevance to East Renfrewshire Council's transport
- Road safety
No significant safety implications.
- Social inclusion
Important contribution to achieving a path which can be used by disabled people alongside other walkers and cyclists.
- Economic development
No impact.
- Health
No specific links.
- Education
Paths have been used by local schools.
- Environmental protection/ enhancement
Paths contribute to a general enhancement of the park.

Value for money

- Engineering
Path construction standards comply with good practice
- Publicity
No publicity
- Financial sustainability
Maintenance costs absorbed within Council budgets and are not significant within the context of these.

D - Project Development

- Innovation
Shared use path trial aspects slightly innovative.
- Transferability to other projects
Path construction can be applied widely.

- Practical sustainability

Permanent infrastructure.

Contacts: Steven Page

Transportation Division, Floor 16, Tayside House, Crichton Street, Dundee, DD1 3RB. Tel: 01382 433408

Criterion/Sub-criterion	Assessment
A - Project Specification^A	
● Objectives	Safer Routes to School.
● Main elements	Path construction.
● Project category	Safer Routes to School
● Reasons for inclusion in CCI	Community wide approach linking with Dundee circular cycle route.
B - General^B	
<i>Project management</i>	
● Staffing and people management	Council with external consultancy support for design.
● Programming	Completed on schedule.
● Cost	Completed to budget.
● Purchasing	Single contractor appointed for the works following a multiple tender competition.
● Feedback and monitoring	Monitoring of usage of paths and school based studies.
● Risk management	Policy to work closely with school head teachers on all safety aspects relating to school travel.
<i>Increasing expenditure levels on cycling</i>	
● Total expenditure	£100,000
● Funding summary by source	£50,000 CCI £50,000 Council
● Cycle challenge funding as % of total	50% CCI
C - Impact Assessment^C	
<i>Increase levels of cycling</i>	
● Overall cycling levels	A 20% increase in cycling has been identified on cycle routes which existed prior to the project. New routes are already attracting significant usage of about 9,000 trips per annum.

Increase levels of cycling

- Impact on target market

Detailed data are not yet available on usage by school pupils specifically but the school plans to carry out a survey soon. Limited use has been made of some of the cycle parking so this needs particular investigation.

Raise awareness of cycling

- Overall marketing activity

The initiative has attracted wide publicity from the media so general awareness of cycling will have improved.

- Impact on target market

Several thousand children and parents have been circulated with information about the scheme so it can be expected that their awareness will have improved.

Integration of cycling with other policies

- National transport

Contributes to a national transport policy priority.

- Local transport

A key part of the local Council transport strategy.

- Road safety

Road safety should have improved but statistics not available to demonstrate this.

- Social inclusion

Initiative targeted at a relatively deprived area.

- Economic development

Not explicitly linked.

- Health

No explicit links.

- Education

Targeted at linking cycling with education.

- Environmental protection/ enhancement

Significant enhancement of local area through route construction.

Value for money

- Engineering

Where the route is on existing footway, widening to 2.5m is provided throughout. New-build sections are 2.5m wide. The footway is not delineated in any way. Full-specification footway construction has been used for new-build sections of the route; 20mm thick hot rolled asphalt on 40mm thick bitumen macadam on 140mm thick Type 1. Where an overlay was required, only 20mm hot rolled asphalt was placed. Sections of the route 2.5m wide or less, for a two-way cycle / footpath do not fully accord with the guidance given in the benchmark documents. The construction of the pavement is appropriate for sections of cycle route adjacent to other bituminous surfaces.

Route continuity is indicated through the use of and lining in accordance with TSRGD.

- Publicity

Effective minimum cost approaches adopted including newsletters on scheme progress.

Value for money

- Financial sustainability

Additional path maintenance costs are not significant within the context of the overall road and path network in Dundee.

D - Project Development

- Innovation

One of the first large scale projects in Scotland.

- Transferability to other projects

Role of SRTS schemes is increasingly being recognised.

- Practical sustainability

Infrastructure is permanent and encouragement depends upon priorities within schools.

Project Ref: 79

Aberdeenshire Council - Cycle Leaflets

Contacts: Linda Mathieson

Planning and Development, Woodhill House, Westburn Road, Aberdeen, AB16 5GB. Tel: 01224 664810

Criterion/Sub-criterion

Assessment

A - Project Specification^A

- Objectives To publicise cycling opportunities in Aberdeenshire.
- Main elements Publication of leaflets describing on road leisure routes around Aberdeenshire.
- Project category Publicity
- Reasons for inclusion in CCI Need for information defined by Tourist Board.

B - General^B

Project management

- Staffing and people management Process mainly managed by an external consultant.
- Programming Still not complete.
- Cost Costs as programmed.
- Purchasing Single contract for printing and packaging.
- Feedback and monitoring Comments form include with map package.
- Risk management All routes had an audit undertaken to ensure that a risk minimisation approach was adopted.

Increasing expenditure levels on cycling

- Total expenditure £12,000
- Funding summary by source £6,000 CCI
£3,000 Europe (EAGGF)
£3,000 Council
- Cycle challenge funding as % of total 50% CCI

C - Impact Assessment^C

Increase levels of cycling

- Overall cycling levels Scheme not yet launched.

Increase levels of cycling

- Impact on target market

Not yet implemented.

Raise awareness of cycling

- Overall marketing activity

Not yet launched but should help to contribute to awareness of opportunities.

- Impact on target market

Impact on tourist market will depend upon how successfully the maps are marketed.

Integration of cycling with other policies

- National transport

Marginal relevance to national policy.

- Local transport

Consistent with local transport aims.

- Road safety

Safety audit undertaken on routes.

- Social inclusion

No link.

- Economic development

Aims to boost local tourism but any impact will be dependent upon the implementation of the scheme.

- Health

No explicit link.

- Education

No link.

- Environmental protection/ enhancement

No significant impact.

Value for money

- Engineering

Not applicable.

- Publicity

Approach should have produced useful maps.

- Financial sustainability

Should be self financing with sales of maps funding future

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects

Approach still relevant.

- Practical sustainability

Provided routes are kept up to date approach should still be relevant.

Contacts: Alan Chaplin, Raymond Johnstone

Caledonian Chambers, 87 Union Street Glasgow, G1 3TA. Tel: 0141 335 4670

Criterion/Sub-criterion

Assessment

A - Project Specification

- Objectives To allow more bikes to be carried on trains.
- Main elements Modification of 46 Class 158 ScotRail Express Units and 30 Class 156 Units to accommodate cycles. Although the abolition of charges for carrying bikes was not explicitly part of the CCI project it was implemented in conjunction with it, and without the CCI investment would probably not have taken place.
- Project category Bikes and public transport
- Reasons for inclusion in CCI Importance of improving link between cycles and public transport.

B - General

Project management

- Staffing and people management Managed by ScotRail with support from Porterbrook Rolling stock company.
- Programming Delivered on schedule.
- Cost Delivered at 66% of estimated cost.
- Purchasing Train leasing company purchased modifications following multiple-tender process.
- Feedback and monitoring Annual surveys of bikes on trains.
- Risk management HMRI approved modification plans and workmanship.

Increasing expenditure levels on cycling

- Total expenditure £300,000
- Funding summary by source £100,000 CCI
£100,000 Porterbrook trains
£100,000 ScotRail
- Cycle challenge funding as % of total 33% CCI

C - Impact Assessment

Increase levels of cycling

- Overall cycling levels

A 16% increase in cycle carriage has been achieved accounting for an additional 400 cycles. Assuming that the cycles are being used for cycling at each end of the rail journey this implies an increase in cycling. It is not known how much of this increase is accounted for by the abolition of the charge for carrying bikes on trains and how much derives from the increased capacity. However the growth has been greatest for the leisure routes where a £2 charge is not particularly significant in relation to the overall journey cost.

- Impact on target market

There was no particular target market. More cycling amongst rail travellers could help to reduce car journeys to rail stations but statistics are not available on how travel choices have been affected. Overall capacity, not just for cycles, on commuter trains limits the space on some services. Cycle groups have greatly welcomed the scheme.

Raise awareness of cycling

- Overall marketing activity

There was significant national publicity which should have improved awareness of cycling. ScotRail was awarded a UK Cyclemark award due to the success of the scheme thus achieving further publicity.

- Impact on target market

A cycle leaflet is available from stations and is used when people make enquiries about bikes on trains. There were articles about the scheme in various cycle magazines which should have increased awareness.

Integration of cycling with other policies

- National transport

Consistent with national aims for integration between modes.

- Local transport

Relevant local transport strategies include objectives for better integration between bikes and trains.

- Road safety

No significant impact.

- Social inclusion

Not applicable.

- Economic development

Cycles on trains is particularly important for the tourist market so the project should have helped to boost cycle tourism.

- Health

No explicit link.

- Education

No link.

- Environmental protection/ enhancement

Not applicable.

Value for money

- Engineering

Not applicable.

- Publicity

Targeted leaflet good value.

Value for money

- Financial sustainability

No significant increase in maintenance costs on trains.

D - Project Development

- Innovation

Not innovative.

- Transferability to other projects

Has already been transferred more widely with increased specification for cycles now becoming more standard practice. Some of the practical details which were appreciated by cyclists such as bike symbols on the doors of trains to help them locate the correct carriage were important for the success of the scheme and should be transferred to other projects. Horizontally held cycles are preferred where space permits.

- Practical sustainability

Depends upon service life of trains but the cultural change within ScotRail appears to be being sustained in policy decisions about bikes on trains.

Appendix B: Case Studies

Approach to Case Study: Interviews with staff at the surgery.

A - General Background^A

A1 - Background

The Downfield Surgery provides local healthcare services for a population of 6500 people on the north west side of Dundee. It is not an affluent area and suffers from high levels of strokes, high blood pressure and cancer. In 1997, the surgery was a fund holding general practice facility operating under the auspices of Tayside Health Board.

In 1996 a "Lifestyle Project" was established to implement a programme of health care interventions at a local level to raise awareness and provide the support necessary to help the community to develop a fitter and healthier lifestyle. The project included exercise training, walking and cooking skills targeted at key groups within the community. Local attitudes to health were to react to problems and seek medical help in the form of medication. The project sought a more proactive approach where people who were able to help themselves were supported within the community.

As part of the close working with the community the surgery had regular meetings with a patient representative group. At one of the meetings of this group a member noted that they had seen publicity about the cycle challenge. It was therefore agreed that as a follow up action the surgery would bring forward a proposal for cycling to be included within the Lifestyle Project.

B - Project Details, Development and Resourcing^B

B1 - Project Details

The project involved the purchase of six bicycles, helmets, locks, trip computers, and safety vests, together with a storage shed with a lock for security. It allowed patients of the surgery to use bikes as part of a balanced programme of exercise. The distance and speed of travel could be monitored by patients using the trip computers.

The cycles were made available to patients without charge and supervised cycle trips were organised within local parks.

B2 - Project Development

When the patient representative group had suggested that cycling could be included in the Lifestyle project some research was undertaken to investigate what role cycling might play within overall health programmes. Professor James at the Rowett Research Institute concluded that there would be major benefits in expanding the project to include cycling. Cycling was one of the best forms of exercise for obese people since it provided weight bearing support for vulnerable joints.

The intention was to build upon the "Discovery Health Walks" which had been organised under the Lifestyle Project. Cycle trips could be arranged and managed in a similar way provided the cycles were available.

Following the award of funding the cycles were purchased together with the secure storage facilities. The cycles were then available for use by either individuals or for organised outings. In practice they have only been used for organised outings by staff at the Surgery.

B3 - Resourcing

The Lifestyle Project manager arranged the purchase of the cycles and made arrangements for cycle outings.

C - Monitoring and Achievements

C1 - Monitoring

Records of cycle loans and cycle trips could be monitored by the Lifestyle Project manager. In practice the cycle trips for patients did not take off and there were no loans.

The bikes have been used by staff for evening cycle rides but these trips have not been recorded.

C2 - Achievements

There was extensive media coverage of the project. The concept of "prescribing cycling" attracted public attention and may have helped to publicise the health benefits of cycling.

The existence of the bikes has encouraged the staff at the Surgery to cycle. Some of the motivation for this appears to have been that the cycles were likely to decay in storage unless they were used. The presence of the cycles has therefore encouraged some cycling.

C3 - Main Problems

The target market of obese people were not prepared to cycle. This is common to other experiences with health promotion within the surgery. The people who most need to change their lifestyles are the people who are least likely to respond to health promotion initiatives.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

The initiatives which are most likely to succeed are the ones which work within accepted community structures. Health centres are accepted in the community within defined limits and can only expand these limits working with local people. This takes considerable staff resources over a longer period of time than was available on the Lifestyle Project.

In any community there are many formal and informal leaders who will influence the actions of many others. Health promotion inputs which enable community leaders to support positive change are more likely to make a positive impact.

Experience with the promotion of walking showed that people were motivated in different ways and that success was built upon a targeted approach. A group of elderly people enjoyed the social interaction from the walks and soon started their own splinter groups without any involvement from paid staff.

An important starting point is to identify the main factors which support and threaten any community. Often a pub or a shop will be the focus for community exchange, and building support within this structure is important. Each community will have its own local characteristics so cycle promotion may or may not fit. Maintaining flexibility and tackling as wide a range of groups as possible will ensure that as many successful schemes as possible are promoted.

Success then builds upon success and it is important to publicise things that are working. However, enthusiasm for any initiative soon wanes so successful community based initiatives will always be tackling new challenges.

Transitory programmes tend to be viewed with suspicion. A long term commitment to support individuals and communities has a much better chance of success. This will allow people to accept support as part of their community rather than something being imposed upon it.

D2 - The Future of the Project

The Lifestyle Project was viewed as a trial and made important successes even though these were limited with respect to cycling. There is a great need for more health promotion including cycling in areas of Dundee such as Downfield.

The Surgery will continue to be an important focal point for the community and can build upon the successes of the Lifestyle Project. The lack of success to date with cycling does not necessarily indicate a more limited role for cycle promotion in the future. However, it demonstrates the need for continued and sustained health promotion activity creating a community within which exercise is viewed as an opportunity for the community rather than a threat to it.

Approach to Case Study: Inspection of new facilities and interviews with Council staff including cyclists.

A - General BackgroundA

A1 - Background

Fife Council has a policy under its Green Transport Plan to promote less dependence on car use and to encourage walking and cycling.

In February 1997, following a local Travel to Work survey – as part of the Cupar Town Centre Action Plan - it was identified that there was a need for some sort of provision in the town for people who wanted to cycle to work. At around this time the Council became aware of the Cycle Challenge Initiative (CCI) and the concept was progressed towards an application for funding following a more specific facility. The CCI had acted as a catalyst.

A project manager was identified within the Planning Department. The staff member given the responsibility was himself a cyclist and at that time travelled to work by bicycle.

A location – within Council premises – was easily identified and costs were estimated by the Council's internal property services department. The process was managed by the County Buildings Improvement Group comprising representatives from each department housed there.

This culminated in June 1977 in an application to the Scottish Executive for joint funding under the CCI for facilities to allow secure cycle parking, showering and washing facilities for all people (council or non-council employed) in central Cupar at an estimated cost of £18,000.

In January 1998 an offer was received from the Scottish Executive. The application had been successful.

This project would not have come about without the encouragement of the Cycle Challenge Initiative.

B - Project Details, Development and ResourcingB

B1 - Project Details

The facility is a self-contained unit attached to the County Buildings and accessed from the rear of the building. The unit comprises cycle racks (accommodating eight cycles) and Ladies and Gents rooms each with lockers, shower, WC and sink. The facilities are functional and clean and very practical for the use imposed.

Users are provided with keys subject to a small deposit (£10) and in this way adequate security can be maintained and user numbers known and monitored.

B2 - Project Development

There were no central funds for this project. As it had been conceived by a corporate group representing the departments using Council Buildings, joint funding was required. The Area Coordinator for East Fife was closely involved and took an interest at a senior level in the project which meant that issues regarding corporate funding were within the remit of a single person – this was of great assistance.

The Project Manager was responsible for obtaining cost estimates and - in receipt of the offer of grant from the Scottish Executive - initiated the implementation stage.

B3 - Resourcing

The original estimated cost of £18,000 was resourced by Fife Council funding of £9,000 and matched by CCI funding of £9,000.

The original estimate (£18,000) was lower than the final outturn cost of £24,000. This overrun of £6,000 did prove to be an issue but it was managed within the overall capital budget for the Council. The service managers representing the various departments were supportive of the project and this was crucial in this respect.

C - Monitoring and Achievements

C1 - Monitoring

The project manager for the project issued a questionnaire to users and no major issues were raised. Council staff members and employees of non-Council employers in Cupar were not surveyed. The project manager believes that existing publicity means that no Council staff member and few employers in Cupar are unaware of the facility.

The facility has encouraged eight keyholders all of which are Council employees. The facility is used regularly by the keyholders but not necessarily every day and each has a different pattern of use. Six of the eight people who use the facility for cycling to work, all of whom would otherwise drive a car. Use varies between an average two to four times a week depending on the time of year. Travel distances varied from four to ten miles. All stated that cycling to work was only made possible by the opening of the facility.

Three users spoken to each felt that the facility was excellent and well organised. One user indicated that because of the facility she no longer required a car and had sold it. Another user said that although he didn't cycle to work he used it to change and shower for lunchtime running and that in the past he had used his car then to travel to a local club.

Seven users of the facility became keyholders in the first few weeks and only one new user has joined since.

C2 - Achievements

The key initial aim of the project was to achieve the conversion of the building to provide the facility. In the longer term the aim was maximise its use. The initial aim was been achieved on time. It remains to be seen if additional users can be encouraged.

Up until now no keys have been issued to non-council employed users. This is to an extent disappointing but it does not come as a surprise to the project manager.

No specific level of use had been set as an objective. Therefore, it is not possible to measure an achievement against this parameter. On 1 September 2000 there were four bicycles present and given that the facility can house up to eight bikes, its use is broadly commensurate with its design.

On the positive side, a good facility has been provided which is enthusiastically welcomed and used by existing keyholders. On the negative side, new users have been slow in coming forward in spite of good publicity throughout Cupar.

Over and above the use of the facility, it is felt - at least by people closely associated with the project - that an understanding of successful inter-departmental working was achieved which may prove helpful in times to come.

Furthermore, there is also a view held by the project manager (and perhaps more widely) that the implementation of the facility has been helpful to the Council in demonstrating that it (the Council) is prepared to implement such measures as part of wider transportation policies.

The staff who use the facility are very pleased (marks of "eleven out of ten" was a response).

At present the project remains sustainable and is under no pressure for closure.

C3 - Main Problems

No specific problems have been identified. "Easy to use" was the general view of users spoken to.

However the limited impact on cycling for a substantial investment is of concern.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

From an internal point of view, the supportive assistance from a senior member of Council staff was most helpful and perhaps crucial in steering the project through "red tape". This was appreciated and remarked on by the project manager. Without such a "champion", the project may have foundered.

"Selling" the idea to users outside the Council has not yet proved to be successful. This suggests that there may have been some value in joint working with the local business community during the design to distribute the idea of "ownership" more widely.

The original cost estimates were rather low and an extra £6,000 (an additional 33% on top of the original estimate) had to be found. This scale of cost overrun could prove to be fatal to unusual projects such as this. Realistic cost estimates – including all elements of cost – are essential to ensure a smooth passage from conception to implementation. Another consideration is that future projects of a similar nature could be viewed unfavourably since an earlier project fell foul of good financial control.

D2 - The Future of the Project

At present the future of the project is viewed as being secure. The project manager continues to publicise the facility to all local potential users in Cupar. However the project has not yet stimulated action to provide such facilities at other Council buildings or other local businesses.

Approach to Case Study: Inspection of new facilities, and interviews with Council staff, map company and cyclists.

A - General Background^A

A1 - Background

Clackmannanshire Council is the smallest mainland local authority in Scotland covering a population of just under 50,000. Its population resides largely in 8 towns: Alloa, Tillicoultry, Alva, Tullibody, Clackmannan, Sauchie, Dollar and Menstrie. Local services are available in each of these towns but for more specialist needs such as hospitals or larger shops residents need to travel to Falkirk, Stirling or Dunfermline.

The area has suffered over 30 years of continuing economic decline with job losses in traditional industries such as textiles and coal mining. The absence of motorways and railways is often cited as one of the reasons why the area has not benefited from the growth of new industries including service sector industries. Many of the Council's policy priorities are connected with improving the economic prospects of the area including reducing the high levels of unemployment and social exclusion which have resulted from the weak local economy.

Tourism is seen as a potential growth sector, so transport infrastructure including cycle networks are being promoted by the Council to support this. There are many competing priorities for investment and within this new cycle facilities are unlikely to be able to attract a priority for Council funding unless this funding can leverage significant external funds.

B - Project Details, Development and Resourcing^B

B1 - Project Details

The local plan for the area produced by Clackmannan District Council in the early 1990s identified a role for leisure routes linking the towns in the area reinforcing the overall strategic "Towns in the Countryside" theme of the plan. This included protecting within the plan some former railway lines for future upgrading as leisure routes.

Some progress was made in constructing one leisure route between Alloa and Dollar but following local government re-organisation in 1996 progress with this slowed given competing financial pressures and wide ranging new responsibilities for the new unitary authority.

In 1997 the new Council's transport strategy identified a strategic network of cycle routes linking all the towns within the area building on the development plan concept. However the strategy did not identify short term funding to take this concept forward.

The implementation plan therefore assumed that the construction of the network would be achieved on a piecemeal basis.

There was a parallel need for a new map of footpaths and cycleways in the area. A previous map had been funded by Scottish Natural Heritage and distributed by the Countryside Rangers but supplies of this had all been used and it was considered to be out of date. A new map was proposed which showed the planned cycle network including the sections of it which were already suitable for cycling.

B2 - Project Development

When the cycle challenge was launched in 1997 it was viewed as a possible opportunity to attract investment to the cycle network which otherwise had little prospect of being built.

Design work and detailed costing for each part of the network had not been undertaken when the cycle challenge bid was made, but based upon the overall transport strategy vision and approximate costs per metre of route a reasonably robust bid proved to be possible. Given competing priorities for staff resources within the Council there was some opposition to making the bid but this was resolved with undertakings that the bid did not involve a significant time commitment from staff.

A bid was made to the CCI for £60,000 with match funding of £60,000 from the Council. Although the Council's contribution was not formally identified within its financial plans, a commitment was made to review the programme to accommodate this funding if the CCI bid was successful.

B3 - Resourcing

The project was co-ordinated by the Council's Development Service, but the Education and Community Service and Environmental and Contract Service staff led various parts of the project. Initially the work had to be fitted in around other "higher priority" tasks but as the project gained momentum it was increasingly regarded as a priority in its own right.

The award of the CCI funding established the project within the Council's capital programme. Subsequent successful bids were made for ERDF funding and to the Lottery. These awards, together with funding support from Scottish Natural Heritage, Forth Valley Enterprise, and developer contributions, resulted in a total project value of £490,000.

This meant that rather than constructing only part of the network it was possible to complete the entire network and produce a map to market it. A project design and site supervision contract for just under £20,000 was awarded to the Council's in-house team following a tender competition. Three separate construction contracts were undertaken for different parts of the works:

- A main contract for path construction
- A contract for path construction involving training of unemployed people
- A contract for the interpretation, signing and other ancillary aspects of the project.

In order to achieve a map, which would be updated and marketed in the future without new public funding, a partnership arrangement was reached with a map company. This involved a one off payment from the Council to the map company in return for various contractual commitments to design, publish, distribute and update the map. The company initially considered that the market for a cycle map was limited so the costs to the Council would be higher than had been anticipated. However it was identified that if the Council's separate proposal for a map of town plans was combined with the cycle map then: the potential market was larger, the commercial risk was reduced, and there was a reduced overall requirement for public funds. This approach was therefore adopted.

C - Monitoring and Achievements

C1 - Monitoring

There was no data available on cycling prior to construction of the new network, but as it was being constructed cycle counters were installed at key locations. Unfortunately these counters suffered from a range of problems involving technical breakdown in addition to theft and vandalism. As a result, the main source of data about cycle usage did not prove to be of use.

Staff and financial constraints meant that it was not possible to overcome these difficulties quickly. However it is still planned to install new counters and maintain them.

Rangers, however, do patrol the tracks and it is part of the patrol duties to record users on the patrol log. These logs can be reviewed for the purpose of obtaining some insight into the use by cyclists. However this work has not been carried out to date. The anecdotal evidence is that use has at least doubled in recent years and some estimates suggest a quadrupling.

Surveys, however, have been carried out of the views of users of the network. The response rate to these has been poor but some views have emerged:

- Nearly all survey respondents consider that Clackmannanshire now has a good cycle network.
- People would like to see better policing and maintenance of the network. Under age drinking, broken bottles, dog fouling, horse manure, and poor drainage were all identified as problems.
- Users of the network would like more snack bars along the routes for light refreshments.

The map sales have been fairly good particularly through local outlets such as the Alloa library.

C2 - Achievements

The cycle network is considered to be a significant asset to the area. It is attracting users from elsewhere in Scotland for leisure cycling and is providing convenient routes for local travel and leisure cycling.

With the connection to the Fife cycle network, Clackmannanshire can now attract visitors from further afield.

The map has attracted many positive comments and users of the network are often observed to be carrying a copy of the map when they are out cycling.

The involvement of local children in the design and installation of the artwork on the network proved to be a particular success.

C3 - Main Problems

Some cyclists have made adverse comments about the whin dust surface. This appears to deter some cyclists who prefer asphalt surfaces for longer distance cycling. There have also been some drainage problems leaving muddy or wet sections.

Cyclists have also complained about the ride quality on the former railway sections where the ballast was left in place. It appears that the whin dust has settled to become less even so that the pattern of the former sleepers can be uncomfortable for some cyclists. Better surfaces, it is felt, might encourage more commuting.

The Council consider that, from past experience with whin dust surfaces on heavily used routes, significant maintenance of the path surface will be required within a few years. However some minor maintenance to the former railway sections may be required sooner with a fresh layer of whin dust to even out the surface. Some of these maintenance problems could have been avoided with better construction specifications and site supervision.

The council's maintenance contract has not yet been varied to include some sections of cycle track and they are, therefore, not maintained under that contract. This is clearly a matter for concern on two fronts.

-Poor or untimely maintenance can lead to increased whole life costs which spreads even more thinly the resources for this work. It could also lead to problems in seeking new funds for additions or improvements to the existing network.

-Vandalism has also been a significant problem. The bridge parapets were broken down regularly and in the completed scheme the walls are doweled together to provide additional strength. The signs and interpretation of the network have also been extensively damaged and in one case a signboard has been removed altogether since it had been destroyed so many times. It has been found on other infrastructure in the area that anything new appears to attract vandals and that the level of vandalism quickly tails off with time. There are indications that this is now happening with the cycle network.

Although the paths are off road they do cross roads and some of these are busy. This is a major restriction on the accessibility of the routes for children. The Council do not consider that Toucan crossings can be justified at these locations but without such crossing facilities only parts of the network will be safe for children.

Some problems with the design of barriers have become evident. Some people in wheelchairs have found the barriers difficult or impossible to negotiate. Also some barriers have not been effective in preventing motor-cycle use.

Fund assembly proved to be frustrating for the team promoting the project, particularly identifying initial core funding. All parties to the scheme were only prepared to offer money once other parties had confirmed their funding. Once the CCI funding had been awarded other organisations became willing to fund the project but the Scottish Office was reluctant to allow the small project which they had agreed to fund to grow. In the event this was overcome by identifying sections of the project as the Scottish Office "bit" but this involved significant staff resources that could have been better spent on more productive tasks.

There is also a perception that the lack of a good cycle track link (within Stirlingshire) to Stirling and the west

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

The main lessons learned are:

- A big vision for a cycle network is more successful in attracting funding than the discrete projects which collectively make up the network.
- Involving local schoolchildren in the design of the network and unemployed people in its construction as part of a training programme can be rewarding.
- Design to minimum specification can keep construction costs down but the maintenance costs are higher.

D2 - The Future of the Project

As a major new piece of infrastructure in Clackmannanshire the network's future will depend upon its level of use. If local people are using the network they will want to see its condition maintained, and will exert pressure on the Council to achieve this. Tourists using the network will be important for the local economy and businesses will want to see the network maintained to protect trade.

However there is a significant backlog of maintenance to roads and footpaths in the area so a relatively new cycle way is unlikely to attract priority for maintenance in the short term. If the network is to be successful in attracting tourists it needs to be maintained at a high standard, marketing needs to continue, and more facilities need to be offered locally for suitable refreshments, accommodation, and bike maintenance. All these issues depend upon the growth of active tourism and leisure cycling.

A good link (within Stirlingshire) to Stirling and the west would greatly enhance the accessibility to Clackmannanshire and indeed complete an East to West route along the north of the Forth.

Approach to Case Study: Discussions with members of the Highland Cycle Forum and project officer and inspection of cycle facilities in Inverness

A - General BackgroundA

A1 - Background

The Campaign was started in the 1980s by a few local people around the Inverness area who were concerned that the needs of cyclists were not being considered. It started as a sub group of the Cyclists Touring Club but early experiences were that policy makers in the Highlands did not pay as much attention to an English based organisation as the Inverness team wished. They therefore formed the Campaign with its own funding and administration. The key members of the group are interested in the social and environmental side of cycling and transport policy. However the group includes people who are also interested in leisure and touring cycling. The Campaign has sought to follow the highly successful Lothian Cycle Campaign "SPOKES" in the way it approaches campaigning, membership and cycle promotion.

The Cycle Challenge was viewed as an opportunity to enhance the activities of the group beyond that which could be achieved with the Campaign's funds.

B - Project Details, Development and ResourcingB

B1 - Project Details

The project sought to scope the ways in which cycling could be promoted in the Highlands through surveys, publicity literature, and working with organisations. The main aims were to:

- raise awareness of the benefits of cycling
- raise awareness of local facilities, potential developments and existing proposals
- establish links between individuals and groups to identify future needs and opportunities.

B2 - Project Development

Shortly after local government re-organisation the Campaign met with the Chief Executive and Convener of Transport at the Highland Council to discuss how cycling would be promoted by the Council. At this meeting the Council proposed a Highland Cycle Forum involving the Council, Health Board, Enterprise Company, campaigning groups and other interested parties.

The Forum was therefore just starting when the Cycle Challenge invitation was issued and it discussed how potential initiatives might be taken forward. It was felt that a good starting point would be to undertake a wide ranging project to review the scope for increase cycling working with a wide range of organisations and individuals.

In addition to the Highland Cycle Campaign, Highland Council, Highland Health Board, and the Enterprise Network offered funding in support of the bid. Once the bid was successful a panel of representatives from each of these organisations interviewed four potential project officers and the project was able to start on schedule in March 1998.

Initially it was hoped to work directly with the public in addition to working with businesses and other organisations. However general approaches to the public through publicity and events were only supported by the cycling fraternity and were therefore viewed as not particularly useful. The events can help to build confidence amongst existing cyclists but the limited cycle promotion resources were considered to be better directed at activities likely to encourage new cyclists.

A requirement of the Scottish Executive was that the project officer should link with the national cycle development officer. At the start of the project a meeting was held when it was identified that the national project was focused at cycling for leisure and sport and the local project was more concerned with cycling as transport. It was therefore agreed that there would be little duplication so the national and local projects did not work particularly closely.

As it proceeded the project increasingly focused on employers and schools since these contacts appeared to be most fruitful. After an initial survey follow up proved fruitful with 13 businesses. The degree of success was heavily influenced by the senior management commitment. In one firm the managing director was a keen cyclist and although the project did nothing to promote cycling within his firm there were mutual benefits in publicising this firm as an example of good practice. This seemed to be particularly appreciated by local politicians.

B3 - Resourcing

The fact that the project funded the time of a project officer ensured that there were staff resources available to organise activities, manage surveys, meet people and keep up momentum on the project.

Key staff attributes for this type of work include flexibility, confidence, commitment and knowledge. These are not always easily found in relatively low paid work but since the project officer had been involved in conceiving the project and had the time available to act as project officer, the project benefited greatly. In addition the project officer worked on the project for many more hours than he was being paid.

This work was also supported by the Council's cycle officer. The Council was able to make contacts and overcome obstacles such as infrastructure constraints which would not be possible by a campaigning organisation working alone. The Highland Cycle Campaign had viewed the creation of a dedicated cycle officer post within Highland Council as important. During the project period a close working relationship was established between the Council and the Campaign.

C - Monitoring and Achievements

C1 - Monitoring

The bicycle user groups which have been formed within many organisations have proved to be the main vehicle for monitoring of changes and identifying the need for further improvements. The Highland Cycle Campaign publicises the initiatives which is heard about through its newsletter but is reliant on representatives from the different organisations contacting them with details.

C2 - Achievements

There are now more cycle friendly employers as a result of the project. The main achievement of the project was to help organisations that were receptive to cycling by guiding them towards practical solutions.

The key to successful achievements was to focus cycle promotion activity at schemes which had the potential to work well and to build upon these achievements with wider application. The progressive implementation of more cycle parking in Inverness town centre is an example of an activity which worked well. Each new cycle stand that is installed appears to be well used. Regardless of whether these cycles were previously secured in scattered locations, or whether they are demonstrating that new trips are being made, the perception of success is an important achievement to build upon.

C3 - Main Problems

The project set itself wide aims. This was useful in testing the types of publicity which would work but resulted in the project officer's time being spent on many less useful activities, particularly in the first part of the project year. The project demonstrates how good and flexible management can overcome problems.

There was a strong view amongst many employers that if people want to cycle they will do so whether or not their employers support them or provide facilities. In contrast those who do not wish to cycle will not be influenced by whether or not there is bicycle parking, showers or other measures in place. The main problem was identifying what specific measures within any individual organisation would make the difference. It was as important to avoid ineffective action as a token gesture as to encourage effective measures to be put in place.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

Publicity about good practice, which was working in practice, was the single most important trigger for organisations to implement cycle promotion measures. Without the initial research within the project this knowledge would not have been available.

The key to success was finding someone in an organisation who was prepared to act. In most cases approaches by letter, telephone or in person were disregarded because they did not reach anybody who had an interest in achieving change. Therefore targeted action following up positive leads was a much more effective use of time than general marketing or publicity.

Where general marketing was necessary the investment in specialist marketing expertise was essential. Literature produced by the Campaign was unlikely to attract attention and rarely read. However specialist marketing on a particular theme to a particular group of people was much more effective.

A flexible approach was necessary. Organisations work in different ways and success was only achieved where the project officer was prepared to recognise these constraints and work within them.

A strong part of the culture of local people is a sense of community so reinforcing this theme in cycle promotion met with a much more favourable response than economic or environmental arguments.

D2 - The Future of the Project

There is a continuing agenda within the Highland Cycle Forum to improve conditions for cyclists. Some tasks can be resourced by the Forum membership and others will require outside resources. The Forum can seem cumbersome but partnership working is often difficult. Provided the momentum of the last three years can be maintained there are good prospects for the Highlands to become one of the most cycle friendly areas of the country.

Approach to Case Study: Discussions with project volunteers.

A - General Background^A

A1 - Background

The Edinburgh and Lothians Cycle Campaign, SPOKES, was formed in 1977 with two main objectives:

- To lobby central and local government and others on cycling issues
- To promote the benefits of cycling

The cycle promotion objective has included the production and marketing of an Edinburgh cycle map which has now sold over 40,000 copies and is on its 5th edition. Specific projects such as map production and cycle events sometimes require external funding. The Edinburgh cycle map was originally part funded by the former Regional Council but is now self financing.

SPOKES has no paid employees and has an informal decision making structure overseen by the Treasurer and working group co-ordinators. People who have the time and enthusiasm to take forward particular projects will generally be supported if the project supports the aims of the Campaign.

When the CCI was launched, various people had ideas for projects and three of these were brought forward as firm proposals covering adult cycle training, support for cycle promotion in schools through safer routes to school schemes, and the targeted distribution of maps to households in Edinburgh and Midlothian.

B - Project Details, Development and Resourcing^B

B1 - Project Details

The project involved the issue of cycle survey questionnaires to 200,000 households in Edinburgh and the Lothians, the production of a new Midlothian cycle map, and the distribution of free maps to households who responded to the survey. A follow up survey was then undertaken of those households which had received the free maps.

B2 - Project Development

Experience within SPOKES over the last 20 years has identified that targeted action tends to be the most effective. Cycle map production was an important part of the Campaign's cycle promotion activities, but these had traditionally been sold and there had been no targeting of the marketing of these.

In response to the CCI call for innovative projects, the targeted distribution of maps seemed to be an idea that had potential. As the idea developed it became clear that maps were only one aspect of cycle promotion which might benefit from better targeting. A two stage survey approach was therefore devised with financial support from Edinburgh, West Lothian and Midlothian Councils. At the first stage, questionnaires were to be issued to 200,000 households. People who responded to this questionnaire to be sent a free map. After a year, the target households who had received the map were then to be sent a questionnaire about their cycle use and attitudes to identify what impact the map had made and what further action was needed to promote cycling.

Once the CCI funds had been awarded, SPOKES volunteers started to set up the project. The Scottish Office conditions for issue of the grant caused some concern since it became clear that SPOKES had underestimated the project management costs involved in taking forward the project. The requirements for a minimum of three tenders at every stage and quarterly reports were of particular concern. There was also doubt about whether the project could be implemented within a year if a delay for tendering was introduced for the distribution of the survey forms.

In the event, tenders were sought for most elements of the work. The Post Office undertook the initial distribution to 200,000 households and SPOKES administered the other mailings free of charge. Competitive quotes were obtained for printing work.

The design of the Midlothian map was undertaken by a SPOKES member at well below the market price for such work. There was some tension about the abortive time involved in producing tenders for this work since the winning tender was less than a third of the commercial prices.

B3 - Resourcing

Staff resources were provided free of charge to the project by SPOKES members and three contracts were let for distribution of questionnaires, the design of the map and the printing of the map.

C - Monitoring and Achievements

C1 - Monitoring

The initial questionnaire asked for information about cycle use within the household including the factors affecting decisions about whether to cycle. The follow up questionnaire asked for similar information helping to gauge the level of change and the need for further action.

C2 - Achievements

There is very little data available on cycle use to allow targeted cycle promotion activities. This project adopted an innovative approach to combining data collection with targeted cycle promotion.

The project was small scale but demonstrates how a managed approach could be taken to achieving measurable progress increasing cycling at relatively low cost. Often there is concern that measuring progress with cycle promotion could cost more than the cycle promotion itself. Combining the two activities achieves economies in project delivery and helps to target promotion activity where it is most likely to succeed.

The project also demonstrated how voluntary time can be supported with project funding to deliver good value solutions.

In addition to the 5,750 households which received free maps, there have been sales of nearly 700 maps. This demonstrates that the map produced during the project has therefore been of a sufficiently high quality to be self sustaining commercially.

C3 - Main Problems

After the initial links with the Councils to obtain funding there was very little dialogue between SPOKES and Council staff about the approach to the work. The survey questions and the survey results could have been used by the Councils to gather useful information assisting with cycle planning activities. The survey results have successfully been used in targeting the map distribution but the wider potential of this information has not been exploited. It is now likely to be used in support of lobbying activities by SPOKES.

There were difficulties for the Scottish Executive in exploiting the full potential efficiency gains offered as a result of the considerable voluntary staff time contributions on this project. Inputs by SPOKES members to elements of the project such as map design gave good value. However demonstrating this good value in an auditable way proved to be time consuming and inefficient.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

The map production side of the project was highly successful and could be repeated, but the cycle survey and research aspects could be improved.

The procurement approach could be streamlined to improve efficiency and accountability.

D2 - The Future of the Project

The project is being extended within West Lothian with Council support for the West Lothian map and surveys. The same principle could be applied across Scotland.

SPOKES have identified a need to establish the role and effectiveness of different types of cycle information. Leaflets, local maps and strategic maps all appear to have a role but it is not yet clear how to provide this in a way that is most useful to cyclists.

There are many areas where the general approach in this project could be developed. For example the Health Improvement Programmes being prepared by Health Authorities have many needs for monitoring and improvements to meet the Government's physical activity targets.

Approach to Case Study: Discussions with project manager and cycle users at hospital and inspection of facilities

A - General BackgroundA

A1 - Background

This project needs to be viewed against the background of parking management which was and continues to be one of the major issues for the Site Management staff at the hospital. In the mid 1990s there was a need to plan for 2,500 staff car parking spaces and there was at that time provision for some 1750 spaces. A multi-storey car park for 600 spaces was constructed under a PFI contract.

Near the main front entrance to the hospital there are modern covered cycle racks for public use. It was felt that because of their position and openness – whilst suitable for casual use – they did not provide the security required for more frequent use as a serious alternative for travel to work on a regular basis.

As the parking management work was progressing, the hospital management was aware of the need to provide a travel choice for staff and to this end several improvements were made to the on-site facilities for bus users. The need to offer a choice for cyclists fitted the plans well. The site management staff were aware from the Joint Consultative Staffs Committee and from an informal Cycle User Group (CUG) that there was a demand for improved facilities for cyclists.

In addition, because of the lack of cycle parking facilities there was an issue about cycles being stored in and obstructing corridors, stairwells etc contrary to fire regulations.

Around this time the Cycle Challenge Initiative was launched and correspondence from the Scottish Executive (SE) was passed under a memorandum to the site management staff for consideration. This resulted in a meeting (11 February 1997) with cycle users to seek funds from the SE to improve cycling as an option for travel to the site. It was agreed to seek funds for facilities to accommodate about 50 persons (about 1% of the site occupancy). It was appreciated that use might be sporadic (on a given day) and that it might be representative of different work shift patterns.

In parallel, CUG was instrumental in surveying staff about the potential use of a secure cycle parking facility and some 110 people recorded an interest. It was appreciated by CUG that this was likely to be an optimistic figure in practice. Staff were, therefore, invited by CUG to a meeting (or to send of letter of interest if they could not attend together with reason for non-attendance) to discuss the facility: 16-18 people attended and some 15 letters were received. This was considered to be the core use of the facility and a figure of 36 was settled upon.

Previous experience with other similar government initiatives (eg CCTV) meant that the hospital was familiar with the process and knew that it worked. The hospital also appreciated the political dimensions of the government's need to "kick start" projects of this type and of their own role in making it happen.

The subject was researched and a successful bid was made.

The word "choice" was often repeated in discussions and it is clear that the facility was seen as providing that choice albeit for a small proportion of staff.

B - Project Details, Development and Resourcing

B1 - Project Details

The final design was a set of nine covered cage pens each containing a rack for four bicycles. Each pen has a unique lock and four keys were originally issued (under a £10 deposit) to individual users for each pen. Shortly after opening it was realised that utilisation varied by day of week and time of day and that it would be possible to issue an additional key per pen without significant demand problems. The waiting list at that time was thus cleared.

In this way there are currently 45 users. The users of each pen constitute a "clublet" and this has been found to work well.

In addition to the pens, some slabs and lighting were provided for access and security.

There are currently 15 "enquiries" on a waiting list from people who would wish a key. It is not known whether these people currently cycle and park elsewhere on the site (perhaps using the public parking racks) or do not cycle.

Use of showers was provided under "permitting arrangements" of existing showering and locker facilities. Users were not distinguished by employer (ie University or health authority staff).

One option considered for key management was to leave one at reception for general use but this was discarded because of security issues and the time penalty incurred.

B2 - Project Development

The project was quite extensively researched and staff did speak to other hospitals where similar projects to encourage cycling had been implemented.

For security purposes it was agreed to provide pens for this facility. However an extension to the public parking was also provided. Given the space considerations and pattern of use it was decided not to provide individual pens for users but rather to provide multi-occupancy pens as outlined above. As well as cutting down the space requirements, the specified pens were of the wire cage type to allow the contents and use to be readily observed. (Experience elsewhere hinted at the possibility that "non see-through" single pens might end up either permanently empty or in use as a store for various items.)

The overall impression is that this was a professional job carried out efficiently by the site management staff.

B3 - Resourcing

Endowment or gifted resources were used to provide the hospital funds alongside the CCI funding.

Facilities management staff at the hospital were geared up to deliver both large and small projects and were able to ensure efficient procurement of the lockers and their installation.

C - Monitoring and Achievements

C1 - Monitoring

Some counts were carried out in 2000; four in March and one in July. These counts showed varying patterns of use. In March the occupancies were 8, 12, 13 and 16 and in July the figure was 10. There was no record of weather (or other) conditions that might affect travel. On 15 September 2000 when the pens were visited there were 14 cycles in pens. (15 September was one of the peak days in a week long fuel shortage in the UK when vehicle use was severely restricted) In addition there were two cycles parked adjacent to the pens and secured to a steel stair balustrade.

There have been no reports of interference or vandalism on any of the pens.

The public cycle racks comprise seven covered bays each accommodating ten bikes. At one end of the bays there are a number of Sheffield racks with the remainder being of the type that secure a wheel only. On 15 September 2000 this facility was being used by 22 cycles – the vast majority of which were locked to the “Sheffield” racks. The clear evidence here is of a definite preference for the “Sheffield” rack. The public facility has not been surveyed by site management staff.

With the exception of the above observations no other cycles were observed parked elsewhere the site.

It was reported by cycle users that there are often difficulties in parking a car on site and that in some cases cycling can be just as quick (home to work place) as driving a car.

The facility is considered to be appropriately located close to the main entrance which is open 24 hours a day and not at some remote spot away from the centre.

C2 - Achievements

The facility has been in constant use although is rarely full. The idea of the pen seems to have worked well in that it has provided a fully operational facility satisfying 45 users without the need to provide a unique locker for each.

Users generally feel comfortable with the location and security of the facility and some users feel able to leave lights on cycles and to store helmets and spare pairs of shoes in the pens.

Although there has been no formal feedback on the facilities (nor has it been specifically sought), the lack of negative feedback is taken as encouraging by site management. The feedback from users supports this view.

A well positioned and easily used facility has been provided that provides sufficient security to allow users to

C3 - Main Problems

Site management do feel that they have not got it “fully right yet” in relation to the public cycle racks. There is still a security problem and the cycle pens do not provide a satisfactory solution for occasional cyclists. If CCTV were to be installed this may help.

A minor problem relates to the link between key issue and use. A deposit rather than rental was sought for the keys so as time passes the link between keyholders and users becomes weaker as peoples work and travel habits change. It is proposed to tackle this issue soon with new arrangements for key holding.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

The facilities for people wanting to use a bike as a casual choice are not good since there have been reported thefts of bikes from the public cycle racks. The risk of theft is viewed as a deterrent to their use by commuters. Two bikes have recently been reported as stolen from there. The need for CCTV coverage for the facilities is seen as the main lesson learned.

This project was managed professionally. This meant that it was well researched and accepted as part of providing choice for travel to work at the hospital. The key holding arrangements need to be improved.

D2 - The Future of the Project

The future of the facility is assured. There may, however, be a requirement to move the location of the pens if further planned development takes place. In which case a re-location would form part of the wider proposals and at which time a review of the facility may be sensible.

If there were to be a future extension of the project is likely that it would not be centrally funded by the trust but that it would rely on endowment or gift funding. No particular problems, however, are envisaged if this course of action were to be pursued.

A review of keyholders and use will require to be conducted soon and this may lead to some change in the management of key issue and use of pens. This process would involve a survey of existing keyholders and other potential users.

Project Ref: 23 Raigmore Hospital NHS Trust, Inverness - Cycle Parking and Routes

Approach to Case Study: Discussions with hospital manager, project manager and cycle users at hospital and inspection of facilities.

A - General Background^A

A1 - Background

Raigmore Hospital is located about two miles from Inverness town centre. It employs 2,300 people and has parking provision for just over 1,000 vehicles. Over the past 15 years the number of parking spaces has doubled and by 1997 the costs of providing this level of parking had increase to over £200,000 per annum.

In 1996 the Trust undertook a major review of traffic management and travel to the site and this identified that 74 per cent of staff who drive to work live within a two miles of the hospital. The Trust therefore set in place a package of measures to manage travel to the hospital. This involved newsletters to staff, the introduction of parking charges, closer working with the bus companies, and better bus waiting areas.

There was already some provision for cyclists with five covered cycle stands providing parking for 165 bikes. The average usage of these stands was about 50 bikes per day.

B - Project Details, Development and Resourcing^B

B1 - Project Details

The project comprised 12 secure cycle lockers, 40 Sheffield cycle stands, new cycle tracks and associated signs. The Sheffield cycle stands were installed within existing bike sheds at the front and rear entrances to the hospital. The secure lockers were placed near the front entrance. The cycle lanes were marked on the hospital access roads. There was an associated scheme which did not involve funding whereby discounts had been negotiated with local bicycle outlets for staff purchasing cycles. The purchase price of the cycles could also be deducted from staff salaries spreading the payments over an agreed period.

B2 - Project Development

The timing of the invitation to bid to the Cycle Challenge coincided with the development of the travel plan for the hospital. The portering services manager noticed the invitation in the mail and sought permission from the hospital management to bid for funding highlighting the:

- Health benefits to the members of staff from cycling
- Health benefits to staff and patients as a result of less cars
- Reduced congestion and pollution on the site
- Increased parking spaces available for patients
- Reduced road and car park maintenance costs
- Positive public image for the Trust.

Approval was therefore given to prepare a bid in consultation with other relevant organisations. A number of possible improvements were considered including:

- Secure parking facilities perhaps using a compound or individual lockers.
- Improved changing and showering facilities for staff and possibly the wide public
- Encouragement for staff to cycle including publicity covering health benefits, development of the bicycle users group, and financial incentives to give up parking permits.
- Work with the local authority to develop safe cycle routes to the site.

Following discussions with the local Council and cycle groups the terms of a bid to the Cycle Challenge were defined. The success of this bid gave momentum to the promotion of cycling at the hospital. A bicycle users group was formed to liaise with the Trust on the implementation and management of the scheme. This continues to meet to discuss how to make further improvements.

B3 - Resourcing

The cost of the car parking had been a major concern for the Trust but since the introduction of a parking charge of 50 pence per car per day this was covering its costs. The total income from car parking was about £400,000 per year. The cost of the cycling proposals were small in relation to this but the Trust still needed to minimise overall expenditure on transport including on cycling. The preliminary discussions with the Council of the planned proposals resulted in a small contribution being made by the Council to the scheme. The Hospital Trust funded just over a quarter of the cost and the remainder came from the CCI.

C - Monitoring and Achievements

C1 - Monitoring

Since their launch there has been a waiting list for keys to the cycle lockers. Turnover is low and there has been considerable demand from staff for more lockers to be provided. However there is some uncertainty about the level of use of the lockers since only the key holder has access. In one instance it was known that a key holder had not used the locker for three months.

More generally there are now an average of over 100 bikes in the cycle stands so overall levels of cycling have at least doubled. In good weather the stands are often full and bikes are secured to the frames of the sheds.

C2 - Achievements

Over a three year period, cycling to work at the hospital has increased from just over 2 per cent to 5 per cent. This is a major achievement and demonstrates the hospital's policies as a cycle friendly employer. It is particularly helpful that the hospital has taken a comprehensive approach to travel planning for the site including for cycling.

The bicycle users group continues to be a useful forum for hospital management to listen to concerns and implement further changes.

The co-ordination of the changes at the hospital with the activities of the Council has enabled cycle facilities to be provided for nearly the whole way between the hospital and the centre of Inverness. The hospital cycle links also connect with the national cycle network. Given the hospital's location on the south west of Inverness it is a major achievement that it is now one of the best cycle connected employment locations in the area.

C3 - Main Problems

There is a short section of narrow main road between the hospital entrance and the cycle routes where cycling is difficult. Although this is only about 100 metres and can be walked if the roads are very busy, the staff considered that better facilities could be installed. It was ironic that this was probably the most dangerous part of the route to the town and was the only section without a cycle lane. This local problem was identified as symptomatic of a more general problem for cyclists that there was inconsistency and confusion in the construction of on road cycle lanes. Advance stop lanes at traffic lights were identified as one of the few features where designs were reasonably consistent. Treatment on narrow sections of road and at islands was considered to be a particular problem.

This was even true within the hospital. The access roads had been wide enough to allow cycle lanes to be marked at the edge. These lanes were widely ignored by cars with many vehicles choosing to travel closer to the kerb than the centreline. Cyclists were often observed cycling in the main car lanes where they were more visible. Given the flat site, and the 20 mph speed limit, cyclists could easily merge with then traffic in this way.

Staff also highlight many other experiences of inappropriate behaviour by car drivers in relation to cyclists. The cyclists felt that when driving their own cars they were more likely to treat cyclists with respect and that all car drivers should be required to cycle occasionally to learn how to treat cyclists.

The lack of a charge for the cycle lockers was considered to be a problem. There was no incentive for staff who rarely used their locker to make it available for more frequent cyclists. With the car park charge at only 50 pence, the hospital management had not wished to see cyclists being penalised with a similar sort of charge. However the view was now being taken that the scheme had been in place for two years and was not working as well as it could so a change was now required. It is possible that a change could be linked to the future provision of more lockers. If future lockers were to be charged then this new commercial activity of the hospital would allow VAT to be reclaimed on the cost of locker provision.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

The project has been a success and is a example of good practice which other employers would do well to follow. The continual monitoring and improvement of cycle provision in conjunction with the bicycle users group has been a particularly strong feature.

Overall it is clear from this project that:

- Secure parking is important in cycle promotion
- A co-ordinated approach works well in ensuring safe cycle routes and good cycle facilities are provided within the context of more general integrated travel planning.

D2 - The Future of the Project

The Trust has recently allocated more funding for an increase in secure cycle parking. The Trust therefore looks set to continue to be a cycle friendly employer and 5 per cent of staff cycling to work may well be exceeded in the future.

Approach to Case Study: Surveys of cyclists, inspection of routes, and discussions with Council staff

A - General Background

A1 - Background

Aberdeen City Council is responsible for integrated transport for the City. The area has experienced strong growth in demand for road travel and the local transport strategy seeks to reduce this level of growth by changing patterns of development, encouraging more journeys by walking, cycling and bus and improving public awareness of the impacts of their travel choices.

The Council adopted a cycling strategy in 1998. This includes the implementation of a strategic cycle network and the development of associated new local routes. The strategy sets targets to at least double cycle commuting trips to 3,600 by 2001 and double this figure again by 2011. Alongside this target the Council also set a target to half cycle casualties to less than 50 per year by 2000. By 1997, casualties had been reduced to 57.

There are around 100 cycle stands for cycle parking in the City, and the Council aims to double this by 2001, to ensure stands are available within 50 metres of main shopping and commercial areas.

Within constrained Council budgets the funding of these improvements relies upon support from many partners. The cycling strategy identifies the Lottery, Grampian Enterprise, Paths for All, Scottish Natural Heritage, Aberdeen Countryside project, Sustrans and private organisations as likely potential sources.

B - Project Details, Development and Resourcing

B1 - Project Details

The project aims were to develop a community based approach to cycle network development working through schools, businesses, and community groups to plan and implement improvements.

The new infrastructure comprised improved signing, lighting and path improvements for 5 km of cycle route in the Cove area. Cove was fortunate in having a good network of off road paths but some of these were unsuitable for cycling and there were problems crossing the main dual carriageway to the centre of Aberdeen. The project sought to identify the routes which people would like to use more and to improve them to a standard which encouraged their use.

The consultation included mapping exercises with local people at workshops arranged by the Council. Priority routes were surveyed to identify the features in need of upgrading building upon the comments from the consultation. Many of the improvements were fairly low cost such as signs and surface markings but there were also short sections of path widening. The most expensive single element was the installation of a Toucan crossing across the dual carriageway. The new signs comprise mainly standard blue circular discs showing which routes are considered to be safe for shared use by walkers and cyclists. New lighting columns were also installed at selected locations.

B2 - Project Development

In 1997 the invitation to apply for cycle challenge funding was seen as an opportunity to progress the development of the City Cycle Network. The requirement for innovative projects encouraged the Council to propose a scheme which involved close working with local schools, community groups and local businesses to identify the potential demand for facilities and implement priority improvements.

There was no strong pressure from the community for cycle improvements. The area was well served with recreational facilities including wildlife sites, countryside and woodland. However these were rarely used by sections of the community, particularly those who were required to cross the dual carriageway to reach the facilities.

The project was therefore driven primarily by public agencies seeking to improve the quality of life for the local community. There was therefore a need to build ownership of the proposals from within the community. Questionnaire surveys and workshop sessions involved over a hundred local people. This approach was particularly welcomed by community activists from the local community council. However a special workshop was arranged in an oil company office for the major businesses in the area and this proved to be a particularly useful session with positive suggestions for the priority routes for travel to work.

As a result of the response to this consultation, it was clear that local aspirations would not be met with the small scale scheme originally proposed. A fresh appraisal and costing of the proposals was therefore undertaken, and the project cost increased nearly five fold.

These additional funds were therefore sought from a range of partners in addition to a substantial increase in the funding from the Council. Given the major development taking place in the Cove and Altens areas, developer contributions became particularly important and the creation of the Aberdeen Countryside Project funded with landfill tax money provided another boost to project funding. The Countryside Project was set up with specific aims to open up countryside access through better walking and cycling routes. The Countryside Project also allowed the cycle network improvements to be linked with tree planting and landscape conservation initiatives.

Construction started in February 1999 and was completed within two months. There was no formal opening or marketing of the routes.

B3 - Resourcing

All the main funding for the project lay substantially within the control of Aberdeen Council since the Scottish Executive contribution was only 10 per cent of the total cost. Developers were subject to Council planning decisions about the infrastructure requirements associated with their development. The Aberdeen Countryside Project was created as a result of the Council's decision to use landfill tax credits for this work. The project therefore demonstrates how the Council took a comprehensive approach to funding the cycle network development as set out in its cycle strategy. The priority given to Cove above other parts of the network was due to several factors including the existence of a relatively good network to start from and the prospect of developer contributions given the major developments taking place in the Cove and Altens area.

C - Monitoring and Achievements

C1 - Monitoring

There has been no formal monitoring of the use of the routes. Cove and Altens Community Council consider that usage is still light but increasing. The main types of users observed are: men travelling to and from work and families out for leisure cycle rides in the evenings. Parts of the routes are used for walking to school but cycling to school is not widespread.

One of the two primary schools discourages cycling. The secondary school, Kincorth Academy, has no cycle racks so there is little cycling to it. This is despite the installation of the new Toucan crossing across the dual carriageway on the main route between Cove and the Academy. Also, despite these new crossing facilities, walkers still cross the dual carriageway further down the hill on a more direct route.

C2 - Achievements

There has been an observed increase in cycling. The relative contribution of the signs, lighting, road crossings and path improvements in making routes more attractive is not thought to be large by community representatives. The fact that there had been a visible investment in cycling was considered to be as important in encouraging people to cycle as the actual practical benefits of the measures.

Perhaps the main achievement was the experience gained by the Council in developing new approaches to consultation and joint working with the community. Community participation in decision making was not new but the level of engagement on this project was deeper than in the past.

C3 - Main Problems

There was some criticism from local people who did not feel that the investment in cycling was either necessary or helpful. When involving people in decision making it is inevitable that not everybody will agree with the final solution, but these concerns emphasise that close working with the local community is required not just for individual projects but on overall objectives.

The location of the new Toucan crossing is not ideal. It is sited about 100 metres from a busy roundabout, and is not well used since it is not on the most direct route for walkers and cyclists. One cyclist commented that the road was so busy that when he had seen the lights at the Toucan crossing go to red the traffic queues had formed rapidly back to the roundabout. He therefore was happier that the crossing was not used very much as it could "get motorists backs up if they were constantly delayed by cyclists". Nevertheless the crossing was important in providing a safe choice for those who had concerns about crossing the busy road. As the first Toucan crossing in Aberdeen, the Council are monitoring the low usage, but expect that if more children start cycling to the Academy as part of future Safer Routes to School initiatives then the usage should increase.

The Council found that managing the timing of project promotion was a challenge due to the intensive community involvement. Local people and businesses had given up time to participate in the consultation and they expected to see immediate implementation once solutions had been agreed. However with limited staff resources it was a problem keeping up the momentum on the project. Staff at the Countryside Project were particularly concerned that people would get disillusioned if they did not see more rapid progress. Project design, statutory procedures and procurement do not happen overnight so an additional presentation was made by the Council to the local community to explain progress. The lack of any objections to the path redetermination orders was viewed as a successful outcome to this issue.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

The Council considers that more resources should have been allocated to the project promotion. Usage was very slow particularly at first but has built up steadily.

The routes chosen were inevitably a compromise aiming to meet various needs for travel to work and school and access to the countryside. As a result many people choose to use more direct routes which are less safe and well marked. The network will therefore not be fully complete until follow up work with key organisations has been completed including safer routes to school projects with the local schools.

As a result of the joint working and funding far more was achieved than was originally envisaged. There were benefits in linking cycle routes with countryside access both in terms of project promotion and encouraging leisure cycling. The original concept was for trips to work, school and shops to be the main focus, but the network has proved to be equally important for leisure trips. This emphasises the benefits of a flexible approach to project promotion to ensure that such opportunities are not missed.

D2 - The Future of the Project

It is intended to build upon what has been achieved by working with local businesses and schools on green travel planning and safer routes to school initiatives. New infrastructure is only one element in encouraging more cycling. A dialogue is developing with some employers and one of the three schools is keen to progress further initiatives.

Approach to Case Study: Discussions with bus company staff and project manager.

A - General Background^A

A1 - Background

The carriage of bikes on buses is not generally possible in Scotland as most buses have no suitable space in the passenger area. Various options for bike carriage have been implemented worldwide with the most common being bike racks on the front or rear of the vehicle.

The English cycle challenge investigated the scope for cycle racks on buses and there was some limited success with rear racks in Cumbria.

Stagecoach is one of Europe's largest bus operators and the company seeks to try out new ideas and develop improved services for all sections of the population. Increasingly the bus fleet on short distance routes comprises low floor buses which are not designed to carry bikes. However bike carriage is at the driver's discretion and on occasions safe carriage proves possible for short distances in the area designated for wheelchairs.

It was identified that if specific bike carriage facilities were to be merited, then the services most likely to benefit were considered to be long distance coach services. When Stagecoach was approached by Transport Management Solutions they therefore agreed to explore the development of options for carrying bikes on two long distance coach services.

B - Project Details, Development and Resourcing^B

B1 - Project Details

The fitting of bike racks within the rear luggage compartment of nine coaches forming part of the Stagecoach fleet. Four of the coaches run on the Edinburgh to Dumfries route and four run on the Aberdeen to Peterhead route. The spare vehicle allows flexibility when coaches are being maintained.

B2 - Project Development

When the project proposal was submitted by TMS to the Scottish Office there were two strands to the work: to investigate front bike racks and under floor racks.

It had originally been planned to trial both front and rear cycle racks as part of the English Cycle Challenge. The rear racks proceeded on the Cumbrian Bike Bus but the front racks were unable to be implemented due to vehicle safety concerns. The timescale for the English projects was constrained and it was not clear whether or not the vehicle safety concerns could be overcome under the Scottish CCI where more time was available.

However further investigation revealed that the vehicle safety issues could not be overcome, so the Scottish project was restricted to the under floor racks.

The initial idea had been to modify a proprietary rack to fit the relevant Stagecoach buses. However to examine other options to investigate whether better value solutions could be identified a design consultant was employed. In the event a modified proprietary rack was adopted.

The project ran substantially behind time and the racks were only fitted to the buses in January 2000.

B3 - Resourcing

The project was mainly resourced by Transport Management Solutions including the design and supervision of the installation. The remainder of the resourcing was provided by Stagecoach maintenance staff who fitted the racks to the coaches.

C - Monitoring and Achievements

C1 - Monitoring

Stagecoach aim to record bike carriage on the fare data even though bikes are carried free.

C2 - Achievements

Stagecoach consider that there are public relations benefits in being seen to meet the needs of all sections in society. Bike carriage is unlikely ever to be commercial but developing the image of the bus as a means of transport for all is an important commercial objective. The company therefore considers that a broad view can be taken of the cost and benefits of providing facilities for bikes.

Over the first eight months of operation the carriage of six bikes has been recorded. All of these have been on the Edinburgh to Dumfries services. The bus company considers that this route is likely to continue to provide the greatest demand. There is a large student population who live in Dumfries and who use their bikes in Edinburgh where they are studying. Since there is no direct rail service on this route the express coach service is in a particularly strong competitive position. On the Aberdeen to Peterhead route there was no record of cycle carriage but the bus company were unable to conclude whether this was a deficiency in record keeping or whether there had actually been no bikes carried.

C3 - Main Problems

The project has not yet been formally marketed although it has been publicised on the Spokes web site and by the Confederation of Passenger Transport in their publications. It is not therefore known what level of demand can be achieved with this type of rack.

Stagecoach allow bikes to be carried without racks in the luggage compartments of many buses so it is not clear whether the potential for bike damage is viewed as a serious problem which deters some cyclists. The marginal benefits of providing the racks are therefore largely public relations and some savings on damage to cycles.

Now that the trial has been completed it is estimated that installation costs would be about £2000 per bus. Even if the racks were used to capacity and it was assumed that none of these passengers would otherwise have travelled by bus it would still be difficult to justify the racks on commercial ground alone.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

Bike carriage on buses can be achieved successfully using rear bike racks, trailers, or in luggage compartments. Demand can take a considerable time to build.

Cycle carriage on buses cannot be expected to be a commercial activity.

Bus companies are keen to test new ideas and are very conscious of the need to improve their public image.

D2 - The Future of the Project

Continued monitoring of the demand for bike carriage will be important including the best ways of marketing suitable services. The internet is already proving to be particularly useful for publicising availability.

Bus companies can then consider future requirements to meet the demands of passengers in any area.

Approach to Case Study: Follow up internet records of users of the site and interview project staff.

A - General BackgroundA

A1 - Background

The Cyclists Touring Club is based in Surrey and is the largest UK organisation campaigning purely for the interests of cyclists. In recent years it has sought a stronger presence in Scotland and has developed a closer working relationship with the Scottish Cycle Union, HEBS, Scottish Natural Heritage and others.

In 1997, as part of these discussions, Scottish Enterprise had expressed their concern about the lack of information available for tourists about cycling in Scotland. Tourism was important for the Scottish economy and activity holidays including cycling were one of the fastest growing sectors. Development of a web site to promote Scottish cycling opportunities was viewed as a high priority to attract cycle tourism.

The Cycle Challenge was viewed as one opportunity for the emerging partnership of organisations, led by the CTC and with financial support from Scottish Enterprise and Highlands and Islands Enterprise, to develop an information hub for cycling in Scotland.

In parallel with the submission of the CCI bid, the Scottish Cycle Development Project was started. The CTC formally established the SCDP in September 1997 with funding for three years. The external funders were Glasgow City Council, HEBS, and Scottish Natural Heritage. Initially a single project officer was appointed, but this has expanded. The main areas of work have been Glasgow, Edinburgh and Fife mainly because doors were open within these areas to develop initiatives. Cycle training has become a key focus in recent months and the SCDP now has 4 part time staff.

B - Project Details, Development and ResourcingB

B1 - Project Details

The project sought to gather data and develop a web site with information about cycle routes, events, bike shops, cycle hire, and other related topics.

B2 - Project Development

When the CCI funding was awarded, a brief to develop a cycle web site was drafted and the successful tenderer was Halcrow Fox. Following the award of the contract the consultants were left to manage the project but there were regular meetings with the client group.

The client group had very little experience of developing web sites but the group were able to define the data requirements for the site.

The key member of staff within the consultant left the firm in the middle of the project and this caused some problems.

B3 - Resourcing

The project was resourced entirely by Halcrow Fox. However the final product did not meet the expectations of the client group so major enhancements have now been made to the web site by SCDP staff.

C - Monitoring and Achievements

C1 - Monitoring

Statistics are available about users of the web site from June 1999 onwards. Data on visitors to the site continues to be collected and over time should provide an increasingly powerful data source.

There are feedback links on the website to encourage comments about how it could be further developed. There have been no explicit comments on the website but users regularly seek further information by e-mailing one of the Scottish Cycle Development Project Officers with questions. These queries are currently responded to by the SCDP officers.

C2 - Achievements

The web site has been in use for about 18 months but much of its development and marketing has been undertaken since the autumn of 1999. Between June 1999 and September 2000 there were 7500 visits to the site.

The peak month so far for visits to the site was June 2000 when 1437 people used it. This month was the busiest time for events such as car free day and green transport week so the site appears to have been viewed as a potential source of information for this. Prior to June 2000 there had been a steady month on month increase in visitors to the site. The July and August totals are slightly below the June level but still averages 1200 visitors per month.

People have found the site by many different routes including:

- Links from other web sites particularly the CTC, Sustrans and Scottish Cycle Union sites
- Directly typing in the web address for the site
- General searches for cycling in Scotland
- Searches for cycle routes in Scotland
- Specific searches for off road cycle routes in Scotland

The highest proportion of visits to the website has been from UK websites identifiable by the .uk domain reference. However this is closely followed by .com and .net domains which could be from people anywhere in the world. It is clear that the website is being found by people from across the globe, since domains covering 42 countries have visited the site. Of these countries, 12 have accounted for more than 10 hits comprising the US, Canada, New Zealand, Australia and several EU countries. More than 50 hits have been made from Netherlands and Germany domains.

The structure of the site for hosting cycle route information is considered to be its strongest asset. However the route information is not yet comprehensive enough for this feature to be as good as it could be.

C3 - Main Problems

At the outset it had been identified that the web site would need to be updated and the brief set requirements which were aimed at ensuring that this could be undertaken easily. However, the mechanisms for administering the updating of the site were not thought through. This has resulted in many problems since the structure of the site does not lend itself to updating easily. The site hoster is required to manually update web pages each time a change is made to one of the supporting databases.

The project funding would have covered more than 2 man years for an in house officer within the SCDP, so expectations for the quality of the site were high. Given that the SCDP staff have become responsible for maintaining and updating the site it would have been preferable for these staff to have been involved in the development of the site as early as possible. This would not only have helped to build ownership for the approach but would have allowed the project to benefit from the experiences of cycle enthusiasts.

The data on events is reasonably comprehensive with the research being undertaken by a CTC member on a voluntary basis. However for most of the other issues on the site there are many gaps. Collecting comprehensive data on cycle publications, routes, cycle hire and other issues is a considerable research task. Organisations such as Sustrans and Spokes already put in a major effort to support their campaigning efforts. The project has not yet been able to build from these considerable baseline sources to provide a more comprehensive cycle information hub for Scotland.

The availability of the site without comprehensive information may prove to be a good foundation on which to build. Alternatively there is a danger that visitors to the site may find the incomplete information a problem and choose to go elsewhere for cycle information in the future. This might make the task of developing a well used comprehensive information hub even harder.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

Best value for money will only be obtained if there is a clear vision of the requirements for the final output at the outset. It would have been preferable to clarify the mechanisms for ownership and updating of the site before proceeding with the development of the HTML code.

People are using the site as use of the internet grows, but the real test will be whether this growth continues and people choose to re-visit the site in the future.

D2 - The Future of the Project

Users of the site are mainly finding it from other cycling sources. If the site is to succeed in promoting cycling as a form of transport then it will need to be better linked to other web sites. For example national public transport information is increasingly being made available through the Web so links covering cycle access to bus or rail stations will be increasingly important.

The current Scottish Cycling web site must therefore be viewed as one step towards a more structured approach to the provision of support for leisure and cycle information in Scotland. It may be preferable to count visitors separately to the different information pages so that future work can be focused at the topics in most demand.

All of this will demand staff resources. Considerable voluntary time is being invested at present through the SCDP, SPOKES and other organisations to provide web based information on cycling. This work is naturally focused on cycling. The main challenge for the future will be to provide links to these pages from other transport, tourism and leisure web sites so that the full benefits of web based cycle information can be appreciated more widely.

Approach to Case Study: Interview with project manager. The club was no longer in operation so it did not prove to be possible to speak to the club members but the head teacher at the school was also spoken to.

A - General Background

A1 - Background

Prior to the start of the CCI, the project manager was a parent at the school and was also keen to raise the interest of children and parents in cycling.

The person concerned was also interested in opening up cycling to blind people through a project where sighted and sight impaired riders would share a tandem.

He was made aware of the launch of the CCI by his association with SPOKES and began to think about a joint project with Roseburn Primary School (RPS) and the Royal Blind School (RBS).

On closer examination it became clear that although there was a willingness by the RBS to participate, there were insuperable practical problems. The main problem was that the only practical time for RPS was a Friday afternoon and that this time did not suit the RBS because - as a residential establishment - students return home on that day for the weekend.

The idea of a cycle club at Roseburn Primary was taken further and became the subject of a successful bid for CCI funding.

The club was designed to offer members instructions on cycle maintenance and also supervised trips off and on road. The club was to meet for two hours on a Friday afternoon.

It was clear at this point that the club was not going to receive any active backing from the school. The Head Teacher had concerns about the safety of children cycling to school.

B - Project Details, Development and Resourcing

B1 - Project Details

The club met for two hours on Friday afternoons and involved a maintenance session and road craft development within the school playground. The club was specifically targeted at Children in P6 and P7 classes. Children in P5 were also considered to be potential members.

Depending on the weather and the child/adult ratio on the day, supervised trips were undertaken. They would involve on-road experience for at least part of the trip. Some trips were quite demanding in terms of distance (up to 12 miles) for the children.

The costs associated with the project related to the maintenance and other equipment which included:

- Maintenance workshop stand
- Carrying rack for use with a car
- Tools
- Cycle helmets
- First Aid Kit

The project also used the school playground which has been marked out for cycle training

B2 - Project Development

The project development was solely undertaken by a small group of parents without the support of the school. There was some disappointment with this on two counts.

1. Without the active interest of the school it did mean that the organisation was tougher than it might have been.
2. Had more parents been interested the future of the project may have been more assured and also club activities could have been broadened.

Although the school playground was made available for use the club, the school did not positively encourage the club and, indeed, newsletters about the club had to be prepared by the club as a separate item from the school's wider newsletter.

B3 - Resourcing

The total cost of the equipment required was £900. The Scottish Executive provided 50% of funding (£450) and £450 was raised from other sources including Roseburn School PTA, the City of Edinburgh Council and SPOKES.

Other resourcing was entirely voluntary by the project manager and parents.

C - Monitoring and Achievements

C1 - Monitoring

The club operated from May 1998 to the end of 1999. It ceased to operate because the project manager was unable to continue his commitment for personal reasons.

On average it was attended by about three adults and nine children. On some the days there would, however, be only one adult present – this, of course, meant that no trips could be made

C2 - Achievements

In terms of the club itself during its operation, the aims were broadly achieved although cycle trip activities could not be managed on some days because of lack of adult support.

The children who did attend enjoyed their time and their parents have indicated how pleased they were with it.

In overall terms it seems clear that the club was very much part of a process which brought up cycling as an important topic and reflected a need for cycle training. The project manager says "cycling is on the map at Roseburn"

The school has now formed a sub-committee to manage a "Safer Routes to Roseburn" project. This sub-committee includes the Head Teacher, parent and the Cycle Club project manager.

This project has already achieved a number of its objectives. To date the achievements have been:

1. Parents have been trained by the Community Police service to themselves be capable of training children: seven parents have been so trained.
2. The school has introduced cycle theory work within the school day.
3. Some 22 children have now passed proficiency tests incorporating on-road skills and theory.
4. Cycle rack (12 No) accommodating 24 cycles have now been erected and it is reported that they are well used often to over-capacity – "a lot of bikes" was a comment.
5. The road network for children travelling to the school has been surveyed - hazards and other barriers to cycle and pedestrian travel have been identified.
6. Cycling is now encouraged by the school.

C3 - Main Problems

The problems which were associated with the club were as follows:

1. The driving force behind the club was provided by a single person without any provision to pass on the responsibility for its continuance if events demanded.
2. The school itself did not support or encourage the club. There was, therefore, no sense – at that time - of ownership and shared responsibility for the project's longer term future. A more formal connection with the school may have meant a formal review procedure which might have provided a platform for the club's continuance.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

Leading on from the problems above, there are clear lessons as follows:

1. The vesting of responsibility in a small number of active people for a project relying on a longer-term impact is risky particularly where these people may only have a short-term interest in the project. This short-term interest could be because parents lose interest when their children move on or for other reasons such as illness.
2. Projects such as this would benefit from a positive and supportive commitment from the school particularly if such a commitment takes some form of responsibility for the project.

Even though the project only ran for a short time and was of limited scope there is now a significant change of attitude within the school to cycling. It may be that the project acted as a catalyst towards a more general interest in Safer Routes to School objectives.

D2 - The Future of the Project

The future is unknown. The equipment is still available at the school but is not currently being used. It was noted that "Things have moved on" since the club ceased to operate.

It is, however, a hope of the club's project manager – although no specific plans exist – to re-start some sort activity to do with cycle maintenance and thus make use of the equipment purchased in 1998 with the CCI and matching funds.

Approach to Case Study: Discussions with project staff and clients of the Cyrennians who have used the cycles.

A - General Background

A1 - Background

For about 30 years Aberdeen Cyrennians have been helping homeless people and encouraging interest in their problems. A mix of volunteers and paid staff work from seven centres in the city including hostels and day centres.

The organisation seeks to prevent homelessness, develop co-ordinated support services, remove barriers to accommodation, work with the local community and address cultural problems, and link with parallel strategies of the local Council and other bodies.

The organisation receives funding from donations and fundraising activities in addition to receiving grants from the Council and the Enterprise Network. Staff are always looking for new ways to raise funds and the cycle challenge represented an opportunity to equip the organisation with bikes.

B - Project Details, Development and Resourcing

B1 - Project Details

The project involved the purchase of eight high specification mountain bikes for use by clients of the Cyrennians. The main aim was for the cycles to be used for leisure outings but they have also been used within the City for travel to work and to keep appointments with housing and benefits agencies.

B2 - Project Development

The fundraising team submitted the application for funding for the bikes with little thought about how they might be used. It is common practice within the organisation to seek funding for equipment which might be of use and it was considered that there was potential for cycling to offer an additional form of exercise.

On award of the funding, the bikes were purchased but various obstacles were identified to their use on a day to day basis:

- There was no convenient secure local place to store the bikes which would be suitable for access by the clients.
- A system needed to be put in place to manage the loan of the bikes and to ensure that they were not stolen.
- Staff training was required before organised leisure outings could be made.

Over a period of about a year these were all overcome with a garage at the rear of one of the main centres being used to store the bikes and staff at the centre managing the loans. The cycle training course for staff was helpful not just for cycling but for other leisure activities since it included help with leadership, motivation, map reading and trip planning.

Various local trips have been made within the town but some of the clients have become enthusiastic and the minibus and trailer has been used to take the bikes to Kirkhill forest for more serious mountain biking. The frequency of use depends upon the client group at any one time. Staff note that if there are one or two enthusiastic people pressing for more trips then others follow along. On some trips the range of fitness is marked but this has not proved a problem with everybody being prepared to travel at the speed of the slowest member of the party.

The clients considered that the bikes have been treated with respect because they were of such a high quality. If second hand or recycle bikes had been purchased they would not have been treated in the same way. The bikes have required minimal maintenance and there has only been one theft where the bike was not recovered.

B3 - Resourcing

Staff resources are limited and this has restricted the number of cycle outings. However over the last year the New Futures funding from Scottish Enterprise has supported new staff on such activities. The New Futures funding is designed to give homeless people pre-vocational support which includes help with personal problems and focuses on individual need. A varied programme is being managed including social, cultural and outdoor activities. Cycling fits well within this so the bikes are being used regularly.

C - Monitoring and Achievements

C1 - Monitoring

There has been no specific monitoring of the impacts of the cycle trips. Some of the most enthusiastic cyclists have been able to move on to their own accommodation and the cycling is seen as a positive influence on the physical and mental well being of clients.

C2 - Achievements

The project has opened up cycling opportunities to a sector of the population, which would have otherwise been excluded. These opportunities have been helpful as part of social inclusion programmes.

C3 - Main Problems

In the initial year only one or two of the bikes were used so the others started to deteriorate and required some maintenance at the local cycle shop before they could be used.

There were safety concerns about letting some clients use the bikes on roads unless they could demonstrate that they were experienced cyclists. The staff cycle training to allow the supervised outings was therefore essential to overcome these problems.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

Bike ownership in itself does not guarantee use but it appears to help. It is considered that the fact that the organisation owned the cycles brought pressure to use them. It took about a year to overcome the obstacles to cycling such as staff training. In principle bikes could have been hired for each trip but in practice this would not have happened. This probably parallels the experiences of many private individuals whose cycle ownership prompts them to cycle from time to time rather than let the bike decay.

D2 - The Future of the Project

The Cyrenians see the cycling becoming an increasingly mainstream activity as part of the support they provide for clients. At present there is funding for staff to manage and promote the cycling and provided this continues there should be no difficulty in maintaining the pool of bikes.

Approach to Case Study: Interviews with Council staff, railway company staff and inspection of facilities.

A - General Background

A1 - Background

Aberdeenshire Council was formed in 1996 and published its first cycling strategy in 1997. The cycle strategy included the promotion of cycling both for transport and leisure. The integration of cycling with public transport was included as a key policy but no specific schemes were identified.

The cycle challenge was viewed as an opportunity to fund the development of aspects of the strategy. The requirement for innovative projects led the Council to propose secure bike lockers at rail stations.

B - Project Details, Development and Resourcing

B1 - Project Details

The project involved the installation of cycle lockers at five stations in Aberdeenshire: Inverurie, Insh, Huntly, Portlethen and Sonehaven. Each of the lockers have four cycle compartments.

B2 - Project Development

Following the approval of the cycle challenge funding for the cycle lockers in December 1997, approval was sought from the Council in February 1998 for the Transportation and Roads Section to implement the project. However staff did not become available to work on the project until May 1998.

In late May, initial proposals were sent to ScotRail and Railtrack. During June 1998 these proposals were revised in discussion with ScotRail and in August discussion with Railtrack started. The cost of the scheme increased by 80 per cent in order to specify high quality lockers and in September 1998 Railtrack agreed to provide the additional £16,000 funding.

The Council gave approval to proceed with the scheme in October 1998 but following further discussions with Railtrack it was necessary to postpone and amend the project to take account of Railtrack's more general station regeneration plans. Following agreement with the Scottish Office the lockers were ordered and put into storage until the revised plans could be prepared taking account of Railtrack's station regeneration plans.

In August 1999 the Council sent Railtrack revised proposals for the lockers including method statements and health and safety requirements for working on Railtrack property. Subject to some further conditions Railtrack approved the revised plans in December 1999 and tenders were issued for the installation of the lockers in January 2000.

However when the contractor arrived on site in February 2000 they found construction work underway by Railtrack at two of the stations so these did not go ahead. Instead the Council negotiated with Railtrack's contractor a price for installing the lockers at these stations. The final lockers were installed in September 2000 and it is planned to launch the cycle parking scheme later in the year. Until then keys are not being made available for any of the lockers.

B3 - Resourcing

The staff resources for the project were partly funded through the project and partly funded by the Council. It had been planned that the staff costs would all be included within the project cost but the Council had significantly underestimated the time involved in dealing with the rail industry.

The cost of the lockers was also very much higher than the original estimate. Following discussions with ScotRail and Railtrack it was agreed that high specification secure lockers were needed for a railway environment. Railtrack funding covered the additional costs involved.

There is still some doubt about the implications for the non-domestic rates at the station. If the rates are increased as a result of the cycle lockers, then ScotRail and Railtrack have indicated that they will not cover the costs. It is understood that the conditions imposed by Railtrack to allow the project to proceed included the Council taking liability for future costs as a result of the lockers but no budgetary provision has been made.

C - Monitoring and Achievements

C1 - Monitoring

Access to the lockers is proposed using a key rental system. The rent has been proposed as £5 per month reducing on a sliding scale to £40 per year depending upon the length of the rental. This will not identify whether or not the lockers are being used but will be a good indicator of overall demand including seasonal fluctuation.

C2 - Achievements

Despite the administrative complexities of the railway industry the installation of the lockers has been achieved. However it is of some concern that there has been no attempt to put the lockers into use even though some have been in place for over six months.

C3 - Main Problems

The difficulties in promoting projects involving the railway were very substantially underestimated. The Council consider that in the light of experience it is highly unlikely that they would promote a similar scheme in the future. The Council did not appreciate that the six month delay before consulting ScotRail and Railtrack, and the six month delay in providing method statements to Railtrack could not be afforded. The cycle challenge timescale was very tight and completion in the spring of 1999 would only have been possible if the Council had promoted the project rapidly from the time they were awarded the funding.

Communication was also a problem. The costs of the project were increased because the project manager in Aberdeenshire Council was not aware of the timescale for the station regeneration works. Small projects such as cycle schemes can go unnoticed within large organisations such as Councils and Railtrack so it is particularly important to set up lines of communication that ensure key information reaches the right people.

There are concerns that the Portlethen station may not attract significant use. On a typical weekday there are only 10 cars using the park and ride, so whether there is sufficient demand for four secure cycle lockers is open to question. However, there is already substantial cycle parking at the existing Sheffield racks at Stonehaven and Inverurie stations, so it is anticipated that some existing cyclists will wish to use the lockers there. It will be important to move the lockers from their current locations if they are not being used.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

Promoting, co-ordinating and managing schemes that involve the railway are time consuming and require very good communication. Future projects involving the railway should identify lines of communication and responsibility at the outset and work to clearly defined deadlines.

D2 - The Future of the Project

It is hoped that the lockers will increase bike and ride from stations in Aberdeenshire. However this situation will be monitored closely and if the lockers are not used in their current location they will be moved to another site where there is a stronger demand for secure cycle parking.

Approach to Case Study: Surveys of cyclists, inspection of cycle route and interview with project staff.

A - General BackgroundA

A1 - Background

The Forestry Commission manages many of Scotland's forests and a key goal is to develop appropriate recreational activity within the woodland. Forests in Scotland have become some of the most attractive places for mountain biking and new routes are being developed to further enhance these facilities.

The forest at Glentress is also within the Tweed Valley and attracting attention as an under exploited cultural and tourism asset. There are therefore many partnership projects taking place to develop tourism in the Glentress area involving the Council, Historic Scotland, the Tourist Board, the Enterprise Network and Forest Enterprise.

The Cycle Challenge was viewed as an opportunity to bring additional funds to the projects taking place within Glentress Forest.

B - Project Details, Development and ResourcingB

B1 - Project Details

The project involved the construction, signing and interpretation of a circular cycle route within Glentress Forest designed to be suitable for cyclists of all abilities. The route links with a reconstructed Iron Age House.

B2 - Project Development

Since the early 1990s organisations in the Borders have been working together to take forward a range of projects in the Tweed Valley. A significant problem has been that for the core partners: Scottish Borders Council, Borders Tourist Board, Historic Scotland and Forest Enterprise, staff and other resources need to be balanced between competing priorities.

The partners were concerned that the major opportunities opening up within Glentress Forest may not be easily accessible to all sections in society so the Cycle Challenge initiative provided an opportunity to fund a leisure route which was easy enough to be cycled by anyone. This would complement the many mountain bike routes which already existed within the Forest.

Historic Scotland had plans to reconstruct an Iron Age house but the distance of the location from Peebles and the Glentress Visitor centre was a potential concern as it was beyond normal walking trips. The family cycle theme therefore fitted very well with this.

Forest Enterprise were the only partner to have staff and other resources available to contribute towards the new cycle route so they managed the project including the submission to the Scottish Executive, but liaised as required with the other partners.

Once the funding had been awarded, the design for the path was finalised and construction was undertaken using a mix of outside contractors and Forestry Commission staff. Several staff from Glentress had attended a course by the International Mountain Bike Association on cycle path construction and were able to supervise the work.

The path was opened in April 1999 and there has been a doubling of visitors to the Forest since then, of which about 40 per cent are cyclists. A leaflet explaining the cycle trail was published and distributed through various outlets including the Tourist Board offices. However supplies of these are now exhausted and there are plans for a new leaflet covering the route and other developments within the forest including a new Forest Drive which links with the cycle route.

The routes are within the forest are only partially signed encouraging people to explore rather than simply follow a defined path. The interpretation reinforces this theme encouraging visitors to imagine that they lived within the woodland and are exploring their local environment.

B3 - Resourcing

Since cycling is a core activity for Forest Enterprise staff resources are sufficient to take forward cycle projects and are given sufficient priority within the organisation.

The total cost of the works in the Glentress area by project partners was in excess of £300k but the cycle challenge project was managed as a separate project by Forest Enterprise. The staff resources were therefore mainly within Forest Enterprise but there was close joint working with Historic Scotland on the development of the Iron Age House site.

C - Monitoring and Achievements

C1 - Monitoring

The number of vehicles, entering the Forest, are counted and factored by average vehicle occupancy based on regular surveys. In 1999 there were estimated to be 35,000 cyclists visiting the Forest. Numbers for 2000 are expected to be higher than in 1999.

C2 - Achievements

The large increase in cycling within the Forest is a major achievement. Visitors travel considerable distances to use the cycle routes and the Cycle Challenge route is an important part of this.

It is particularly encouraging that local people are making good use of the facilities and several of the cyclists surveyed had purchased bikes within the last year specifically because of the local opportunities.

The routes are also perceived as being safe. Several of the cyclists stated that they would not cycle on roads as they were too dangerous but the Forest provided an ideal environment.

C3 - Main Problems

The "exploring" theme is not always understood by visitors. Some of the cyclists commented that "It's almost like they want you to be a historian or a botanist when all we want is good places to cycle".

The lack of signs have resulted in people getting lost. One tourist was reportedly missing for three hours before some local mountain bikers led him back to the car park. This situation has been exacerbated since the supplies of maps became exhausted. Previously people could pick up a map at the Glentress Visitor Centre and follow the routes and associated information on culture and heritage.

A local bike shop provides bike hire from a house at the entrance to the Forest but opening hours are not available so this uncertainty acts as a deterrent for those who might otherwise cycle.

There is also demand from cyclists for better bike maintenance facilities possibly at the Visitor Centre or the bike hire outlet.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

By being staffed up and trained in cycle route construction, Forest Enterprise were able to provide relatively good value in cycle route construction. Leisure cycling is a growing market and people appreciate safe facilities.

Marketing is not a one off event but an ongoing commitment.

D2 - The Future of the Project

New tracks are being opened in the autumn of 2000 and Glentress Forest should become a steadily more attractive place to visit for cycling.

Approach to Case Study: Inspection of facilities and interviews with Firstgroup and Council staff.

A - General BackgroundA

A1 - Background

Firstgroup are based in Aberdeen and in recent years have worked closely with the City Council. Aberdeen now has highly successful park and ride provision from the outskirts of the City to the centre. One of the most successful sites is in Bridge of Don where the Council has provided a car park and Firstgroup operate most of the services. This site was opened in 1994 and growth in usage since then has averaged 17 per cent per year reaching a current average total of over 400 cars per day.

The City Council adopted a cycling strategy in 1998. The strategy does not identify specific schemes but includes a policy to integrate cycling with public transport and to facilitate cycle use as part of longer journeys.

Much of Bridge of Don is not well served by bus routes and the walk in catchment to the high frequency services at the park and ride site only covers a small part of the area. The bus company and the Council have therefore been looking at ways to improve accessibility to bus services for Bridge of Don residents.

The Council and Firstgroup have a quality partnership agreement allowing a co-ordinated approach to the development of bus services. Part of this includes a commitment by the bus company to match fund public investment in new capital investment for buses.

B - Project Details, Development and ResourcingB

B1 - Project Details

The project comprised the installation of seven cycle lockers at the Bridge of Don bus park and ride site. In order to secure bikes within the lockers users require to provide their own padlock. However these lockers still offer a much better facility than cycle stands since they should be wind and water tight and allow cyclists to store cycle gear with their cycles including helmets and lights.

B2 - Project Development

When the Cycle Challenge was launched the bus company and the Council discussed the options and agreed to promote secure bike parking at the Bridge of Don park and ride site. The cycle catchment from this site covered most of Bridge of Don and it was hoped that some people who currently drove to the park and ride site might consider cycling.

On award of the CCI funding Firstgroup managed the implementation of the scheme. This was a very small investment in the context of the organisation and was easily dealt with through normal procurement processes.

A basic design of locker was selected. Since these required users to provide their own padlocks they included a grill in the door to allow monitoring of the contents of the lockers by the operators of the site. This ensures that the lockers are not used for dumping rubbish or potentially hazardous activities.

The facility was not advertised but several car drivers using the park and ride asked staff at the office about the lockers. Over the first 18 months usage has been very light.

The lockers were located adjacent to the park and ride office but when this was burned down they were moved to a new location next to the bus stance.

B3 - Resourcing

Firstgroup staff managed the project. It was considered to be an easy project to implement involving only the purchase of the standard locker unit and its installation on site.

C - Monitoring and Achievements

C1 - Monitoring

Staff from the Council have made occasional visits to the lockers and report seeing up to a maximum of two lockers being used.

Firstgroup staff at the office report that the lockers are very rarely used by cyclists. There are no regular users such as commuters. Two of the lockers are currently being used by the bus company to store signs given that space is now restricted in the temporary portacabin, as a result of the office being burnt down.

C2 - Achievements

The lockers have not been as successful as hoped. The City Council consider that this is partly because the lockers have not yet been marketed and are considering with the bus company what marketing may be appropriate.

Firstgroup consider that the lockers are important for the image of the company in demonstrating its commitment to enhance choice for travellers.

C3 - Main Problems

The location chosen for bike and ride is not ideal. Interchange between bikes and buses and cars and buses will generally be at different places. To use the site cyclists are required to make a significant detour on the direct route to the city centre. Whilst this detour is short enough to be of no concern to car drivers it may be perceived as cumbersome by cyclists.

Since secured bikes are still visible it is considered that some cyclists may not be willing to leave valuable bikes or equipment inside. The security is only as good as the padlock but the proximity of the lockers to the office should provide some additional security during the day.

Although the locker doors have springs to hold them shut when empty, they still can blow in the wind and tend to fill up with leaves and litter.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

It is much cheaper to provide locker facilities for cyclists than additional car park spaces.

There is potential for wider installation of cycle storage at bus shelters where suitable bus/bike interchange points can be identified.

D2 - The Future of the Project

If after marketing has been undertaken the cycle lockers are still rarely used then they can easily be moved to a location that may attract greater use. Other bike/bus interchange points may be suitable or alternatively the lockers could be of use for workplace cycle parking. For example there are currently no secure lockers in Aberdeen City Centre. A local bike shop in the City Centre provides secure storage at a cost of 80 pence per day and there are 50 registered users. There is therefore clearly demand for more security than the existing Sheffield cycle stands provide.

Approach to Case Study: Interviews with ScotRail staff and discussions with cycle users.

A - General Background^A

A1 - Background

The corporate aims of the National Express Group who operate the ScotRail franchise are to respond to the needs of customers in an effective way. Rather than making a point of publicising their achievements their main marketing strategy aims to provide good service to keep and retain customers.

By attending the National Cycle Forum, ScotRail aims work constructively with the Scottish Executive and cycle interest groups to bring practical improvements for cycling and its integration with rail.

For many years the capacity of trains to accommodate bikes has been a concern which cyclist groups have raised with ScotRail. Fielding these concerns has involved a large amount of staff time. There have also been problems at an operational level with people hoping to travel on trains with their bikes but being refused access to the trains.

Despite these concerns there has been no satisfactory framework for resolving them had been identified and the management approach to these problems was to contain them rather than seek to solve them.

B - Project Details, Development and Resourcing^B

B1 - Project Details

The project involved the modification of 30 Class 156 and 40 Class 158 train units to carry two cycles each. The 156s were owned by Angel Trains and the 158s were owned by Porterbrook Trains. The work involved removing luggage compartments and fitting internal cycle racks in their place with associated signing both inside and outside the train units.

The work was undertaken on the trains:

- overnight whilst they were out of service,
- within ScotRail depots,
- over approximately a six month period during 1998 and early 1999.

B2 - Project Development

ScotRail were members of the National Cycle Forum and bikes on trains had been a frequent topic for debate at these meetings. Discussions between the Scottish Office and ScotRail identified that the CCI was a possible mechanism for the government to support improvements to the bike carrying capacity of trains. In discussion with the train leasing companies ScotRail submitted a proposal for funding.

The announcement of the successful CCI schemes was made by the Transport Minister at Waverley station which provided much positive publicity for the bikes on trains scheme. This in turn led to a senior management decision within ScotRail to commit resources to the project taking account of cyclists' needs. Until this commitment had been made, cycling had been treated as a marginal activity without any real priority. In taking forward the project this top level commitment was essential in overcoming the many difficulties.

With their awareness of the length of time which it can take to promote schemes within the railway ScotRail started work on procurement as soon as the announcement of funding had been made. The first step was to obtain approval for the design and technical consultants were appointed for this.

There were a number of administrative problems between ScotRail and the Scottish Office which took some time to resolve. The Scottish Office guidelines were issued in February 1998 and requested copies of written tenders and a commitment that the facilities would be maintained for 10 years. Since the tenders for the design work had been made verbally and the ScotRail franchise was less than 10 years these conditions caused some difficulty.

Porterbrook trains were keen to support the project since the luggage racks within the 158s were viewed as one of the most unattractive features and the removal of these to make way for the cycle racks resulted in a significant overall improvement to the internal environment of the units. Angel trains saw no advantage from the cycle racks to them but gave permission for the conversion.

Obtaining approvals from the railway inspectorate was as time consuming for this minor change as it would have been for a much more major project. Resolving sometimes conflicting demands between different officers from the railway inspectorate involved considerable resource commitments to keep the project on time.

Since the units were in use most of the time, there were only short windows when the racks could be fitted. Whilst it was theoretically possible to bring in outside contractors to install the cycle racks within the trains ScotRail had tight operating schedules with trains running 18 hours per day. It was therefore decided that once management and administration costs were included the best value approach involved using direct labour. The work was therefore undertaken by ScotRail's in house staff after approval of this approach from the Scottish Executive.

As the units were progressively put into use the carriage of cycles increased. The positive publicity about the scheme helped to change the culture within ScotRail towards cycling. Rather than taking a defensive attitude, the organisation could be positive and look to new ways to further improve conditions by speaking to and working with cycling interests.

Since the installation of the cycle racks was achieved without loss of seating on the trains there was no opposition from passengers and the new internal layouts appear to be working well even in peak periods.

B3 - Resourcing

At the time of the bid to the Scottish Office it was hoped that the funding would be split equally between the rolling stock companies, ScotRail and the Scottish Office. In the event Angel Trains decided not to contribute funding so their share was funded by ScotRail. There was no difficulty in obtaining funding from Porterbrook trains since the cycle racks in the 158s improved the internal environment of the trains.

ScotRail had not included management costs within the project but these turned out to be substantial. However, because the organisation was committed to the project these additional resources were made available.

More generally in their liaison with cyclists, ScotRail do not consider that there has been an increase in staff resources to play a pro-active role in managing the bikes on trains issue rather than letting it drift. Engaging constructively with cycle lobby groups has proved to be no more time consuming than responding

C - Monitoring and Achievements

C1 - Monitoring

Annual surveys identify that the level of bike carriage appears to be increasing steadily. There has been a 16 per cent increase since the scheme was implemented.

There is now adequate cycle carrying capacity on most ScotRail lines. However problems remain on the Inverness to Wick line so this is being managed by ScotRail by providing a road based bike trailer between Wick and Inverness. The local problem in this part of the country appears to be caused by a large number of cyclists travelling only one way to or from John O' Groats. However the commitment to monitor and overcome problems has been welcomed by cycle groups.

C2 - Achievements

There has been a major culture change within ScotRail which now involves taking cyclists seriously. This does not mean that all the problems are solved or that mistakes are not still being made. However it does mean that the organisation will now work proactively with cyclists to solve problems and overcome difficulties.

As a result of these physical and management changes ScotRail was given a national Cyclemark award as the most improved rail operator in the UK.

Cycle capacity on trains continues to increase steadily with current capacity levels 67 per cent above 1997

C3 - Main Problems

It was recognised that the CCI implementation period was tight for any project involving the rail industry. To overcome difficulties on time involved substantial staff resources which ScotRail had underestimated when the project was originally conceived. Some of the issues which involved more time than had been anticipated included:

- Obtaining Scottish Executive approvals to proceed at every procurement stage.
- Clearing the design and installation with the Railway Inspectorate in London and the local inspectors in Scotland.
- Resolving issues about the Scottish Office's contractual requirement to keep the facility in operation for 10 years which was not within the control of ScotRail being beyond the end of their franchise.

D - Lessons learned and the Future of the Project

D1 - Lessons Learned

Relatively small schemes such as this can involve disproportionately high management costs. Future projects could contain this better by sub-contracting much more of the project management.

Taking a proactive approach to problems does not necessarily involve more work in the long term. Although it will never be possible to solve all the problems to everybody's satisfaction catering for cyclists has become a mainstream activity within the ScotRail organisation which is now being managed.

D2 - The Future of the Project

There are many further improvements which could help to make bike/train journeys more attractive. These include safe routes to stations, continuing capacity improvements on trains and better cycle parking at stations. A recent concern to cyclists has been the lack of cycle signs on the outside of some trains including the new Turbostar units. These signs help cyclists to quickly locate the carriage with the cycle racks.

There is now a management framework within ScotRail to deal with these issues. Progress can be made to resolve all these problems and partnership resources will be required. Progress may sometimes be slower than all parties might wish but the bikes on trains project demonstrates that difficulties can be overcome if the organisations work to a programme and there is a top level commitment to succeed.