

# Cycle Pennine Lancashire

## Executive Summary



In partnership with



January 2011

*Produced for*  
Lancashire Sport Partnership

St John's House  
Queen Street  
Manchester  
M2 5JB  
UK

**T** 0161 832 4542

**F** 0161 835 2038

## Document Control Sheet

Project Title            Cycle Pennine Lancashire

Report Title            Executive Summary

Revision                V2.0

Status                  Final

Control Date            13 January 2011

### Record of Issue

Issue	Status	Author	Date	Check	Date	Authorised	Date
1.0	Draft	RF	11/01/11	DW	11/01/11	GP	11/01/11
2.0	Final	RF	13/01/11	DW	13/01/11	GP	13/01/11

### Distribution

Organisation	Contact	Copies
Lancashire Sport Partnership	Nick Briggs Adrian Leather	1
Lancashire County Developments Limited	Andrew Barrow	1
UCLAN	Adrian Ibbetson Nicola Lowe	1
Lancashire County Council	Alasdair Simpson	1
Rosendale Borough Council PLACE	Helen Lockwood	1
British Cycling	Brian Cookson Pater Haymes	1
Lancashire and Blackpool Tourist Board	Jane Saxon Suzi Williams	1
Blackburn with Darwen Borough Council	James Syson	1

# Executive Summary

## Introduction

The Lancashire Sports Partnership and its partners are seeking to develop Pennine Lancashire as:

**‘A cycle friendly environment and a premier location for competition and leisure cycling.’**

This will capitalise on the area’s existing high standing in certain parts of cycle sector and contribute significantly to the Sport Partnership’s strategic aim to *“Increase and sustain participation in, and widen access to, sport and physical activity through quality pathways and a world class infrastructure”*.

## The Rationale for Developing Cycle Pennine Lancashire (CPL)

The rationale for further developing the existing cycling activity into the Cycle Pennine Lancashire (CPL) offer is based on a number of factors:

- There is a well developed, existing cycling offer – routes, clubs, events, venues - in Pennine Lancashire, however, the offer is disparate and lacks integration; there is significant potential to build on the area’s cycling heritage and better ‘sell’ it as a cycling destination for all ages and abilities.
- Promoting an integrated cycling offer will maximise the opportunities afforded by the natural environment.
- There is an opportunity to use cycling to further promote tourism opportunities, and generate increased visitor spend in the Pennine Lancashire area.
- Cycling can be used to promote participation in physical activity, and the consequent health benefits at recreational and performance level.
- The CPL offer aligns with a wide range of national and local policy objectives, including encouraging economic growth, tackling social inclusion, addressing issues of poor health, stimulating tourism and culture, achieving sporting success, protecting the local environment and addressing climate change.

## What is CPL?

The concept for CPL is an integrated cycling offer, comprised of many individual routes, venues and activities, some existing, and some yet to be developed, supported by a cycle-friendly range of accommodation, catering, and information. Given that some of the above already exist, the CPL concept is that the total cycling offer will deliver more than each of its individual elements, and that by improving aspects such as information, quality, and connectivity, not only will CPL emerge as a ‘new’ entity, but existing provision will be significantly enhanced.

## The Vision

**“Pennine Lancashire will be a premier cycling destination in the UK with a first class and inclusive network of people, facilities and support services”**

## Objectives

The objectives supporting the Vision are for the CPL offer to be:

- **Integrated** – an integrated solution based on a network of providers, routes, venues, activities, clubs and groups.
- **Accessible** – is easily accessible for those living in and visiting Pennine Lancashire.
- **Exciting** – is exciting in terms of its breadth and scale of offer and provides challenges for those that want them.
- **Engaging** – is engaging for all with a range of interlinked activities and venues to encourage multiple, repeat visits.
- **Inclusive** – is attractive to users of all backgrounds, interests, genders, ages, skills and abilities.
- **Shared** – is shared by the local community and visitors with all feeling a sense of pride and ownership in the brand and products within.
- **Green** – minimises environmental impact upon the natural environment and supports carbon reduction.
- **Sustainable** – maximises opportunities for innovative capital funding whilst minimising future revenue drawn down.
- **Vital** – plays a key role in the tourism, sporting, health, community, economy and regeneration agendas for Pennine Lancashire and the wider Lancashire sub region.

## CPL – the Offer

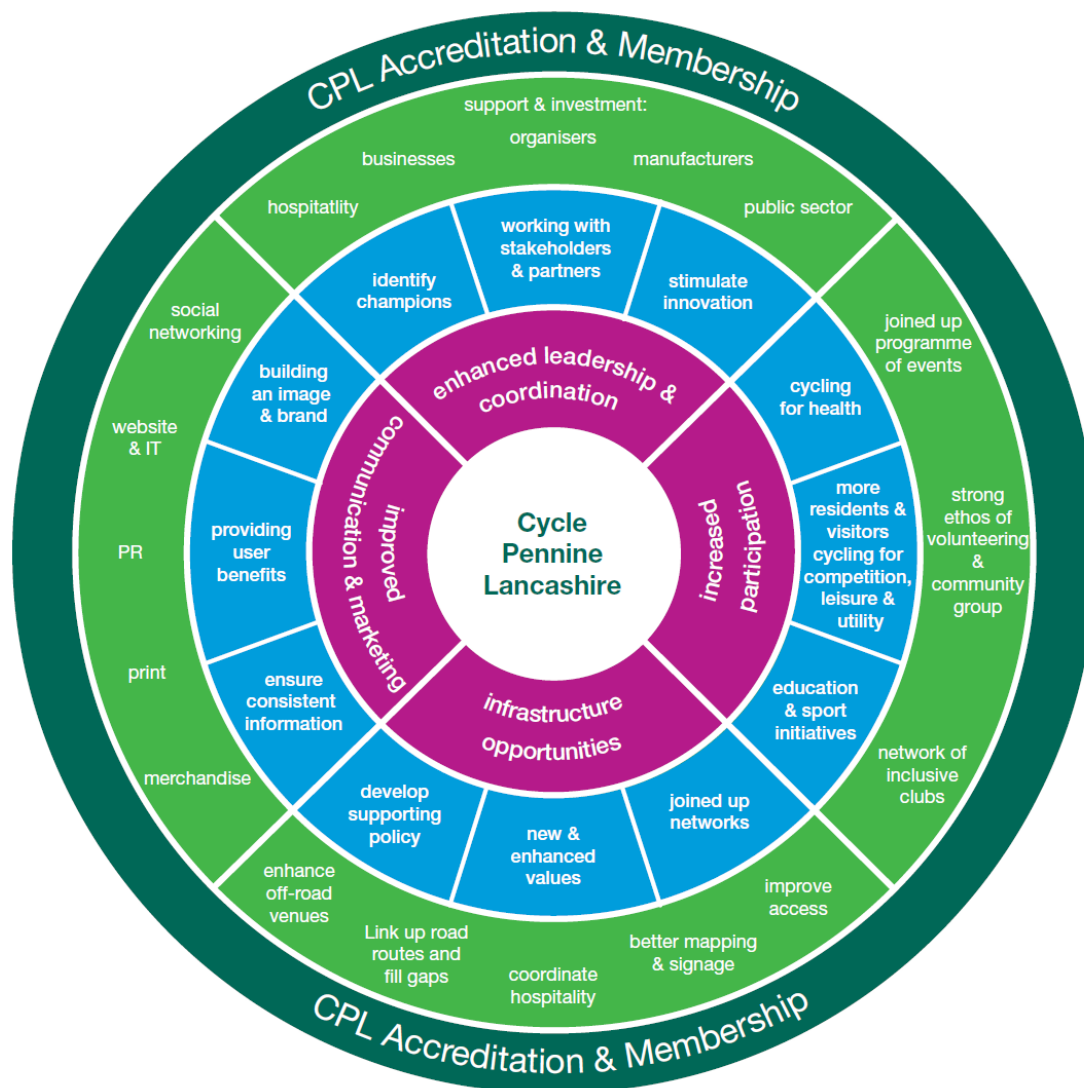
CPL is about providing both the opportunities for active involvement in a range of cycling activities at all levels, and ensuring that participation is appropriately supported through high quality, cycle friendly services. It is also about ensuring that the consumers and providers of activities and services, plus all other stakeholders and partners involved in cycling at local level have the opportunity to be part of, and benefit from, the integrated offer. Put simply, CPL will bring **places, people and support** together to maximise mutually beneficial opportunities for participation, investment, development and marketing.

While CPL is primarily sport and leisure focussed, the scope of the proposal is much wider and includes:

- increasing cycling participation;
- delivering sporting success;
- increasing physical activity and health;
- encouraging tourism;
- sustaining economic growth;
- creating opportunities for regeneration and employment;

- enhancing community cohesion;
- protecting the environment; and
- integrating with the existing Pennine Lancashire offer.

The offer is summarised in the diagram below.



### CPL – The Benefits

The CPL offer extends beyond a number of venues, routes, and cycle friendly infrastructure. It is envisaged that CPL will also be ‘owned’ by its participants, stakeholders and partners, in that the offer will be fundamentally linked through an accreditation scheme. The accreditation scheme will enable participants, stakeholders and partners i.e. individuals and organisations, to ‘buy into’ CPL at a number of different membership levels, which will bring with them a range of benefits directly applicable to them as a business (i.e. participation in an integrated network and access to a wider customer base) and as users (access to events, goods and

services of a common standard as well as being part of a wider, local cycling 'movement').

Critically, all those 'buying into' the CPL concept, at whatever level will be doing so on the basis of a number of givens, which underpin the concept, its development, deliverability and long term sustainability. These givens are:

- CPL consists of a number of products and services, but all conform to an agreed quality standard, and are cycling/cyclist friendly.
- CPL products and services have a guaranteed consistency of offer.
- All CPL information is accurate and relevant, irrespective of how it is accessed, and it is kept so through the accreditation process, applying equally to all products and services.
- CPL has a unified and stratified marketing strategy - for the concept and its constituent elements.
- CPL promotes all cycling friendly products and services which are part of the overall offer.
- CPL enables all participants/users/stakeholders and partners to benefit from opportunities for investment, promotion and development, which may not be open to individuals/stand alone organisations/projects.
- CPL will facilitate the sharing of cycling related information across all those accredited to the offer.
- User/participant feedback on CPL products and services will be distributed to all those accredited to the offer.

The accreditation scheme is proposed to have Bronze, Silver and Gold levels, each of which will have a separate membership fee, and benefits commensurate with each level. The scheme will concentrate on best practice in the same themed areas used by the proposed hub and spoke governance structure, namely: hospitality, events, clubs, business, community and the public sector. Accreditation requirements will be developed for each themed area and associated sub-groups and the system will be focussed on cycle-related provision and support throughout CPL area and providing benefits to those who receive accreditation.

The scheme will consist of a set of standards and 'members' will be assessed against these standards and monitored annually. The scheme will encourage continuous improvement and help facilitate members to move up the accreditation ladder. The accreditation scheme will be scalable from sub-regional level to Lancashire as a whole, the north-west and nationwide.

Fees for accredited organisations will vary not just according to the accreditation levels but also according to the type and size of organisation and the amount of investment they have made to achieve the particular level of accreditation.

The proposed accreditation categories are described below:

### Gold Accreditation

The gold accreditation would be the highest level of accreditation aimed at organisations, groups and companies that have the strongest cycle-related offer, support and facilities according to their themed area and provide strong inputs into the CPL “movement” including shaping and influencing at a high level. Gold accreditation would require the highest level of financial contribution (financial contribution would be identified for each themed area and sub-groups to ensure affordability).

### Silver Accreditation

The silver accreditation would focus on organisations, groups and companies that provide the ‘core’ level of cycle support. This accreditation level will be aimed at those who provide a good level of support and facilities but also aspire to be shapers and influencers. Silver accreditation would require moderate financial contributions – covering administration costs plus support to wider CPL movement.

### Bronze Accreditation

The bronze accreditation will be for those organisations, groups and companies that provide a basic level of support and facilities. This level will be for those at the entry level but support the CPL movement and aspire to improve to higher levels. Bronze accreditation would require the lowest financial contribution based on covering costs of administration.

In addition, individuals will be encouraged to become members of CPL and will be rewarded through a range of benefits provided by the accredited organisations and business. Becoming a ‘member’ of the Cycle Pennine Lancashire ‘movement’ will enable users to access specific cycle and non-cycle related benefits in the area and provide businesses with an easily accessed network of users.

### Implementation

The implementation of the CPL offer is focussed on stratified proposals based around three core themes; **support, people and places**. Implementation of CPL will build on existing cycling provision, and add value to this through new products and services.

Year 1 of implementation will establish the CPL concept and pump prime its development through an existing organisation (given the current economic climate), to ensure that all available resources are directed to the offer. The first year is about action and delivery to raise the profile of CPL and establish it as a recognised entity in the cycling sector, Lancashire, and at local, regional and national level.

Establishing the CPL concept and offer, to build on existing activity, needs to be undertaken objectively, and so it is more appropriate for an interested, but not cycling specific, organisation to take on this role. Given the economic climate, particularly in the UK public sector, more is also likely to be achieved if an existing organisation drives the establishment of CPL.

The Lancashire Sports Partnership is best placed currently to take on this role, having security of funding for at least 4 years, plus is well integrated into the Lancashire economic and sporting infrastructure, and has the ability to link into partner organisations for the required developmental support. It is envisaged that Secretariat and administrative support will be identified and provided by partner organisations. Accommodation will be provided by one of the partner organisations. In addition, there will be a need to fund some limited, but focused, staff resources to undertake the implementation work required.

Implementation of CPL will be guided by consultation with the Lancashire Cycling Group; impartiality of approach will be assured through the CPL Board.

### Next Steps

The recommendations and next steps for implementation are for the client team to present and agree the Outline Business Case with the Lancashire Sport Partnership Board, leading to the establishment of the CPL Board. The new Board will agree and sign off the preferred delivery vehicle structure, governance and Identify potential funding mechanisms.

To launch CPL, delivery vehicle staff will need to be appointed (allowing for agreed mechanisms for filling posts), who will then develop the detailed Business Plan (to be signed off by the Board). Initial elements of the Business Plan will need to be developed prior to the full launch of CPL, however, a soft launch to partner organisations prior to these elements being completed will help to embed CPL thinking. The key elements of the Business Plan to be developed prior to full launch should include the Engagement Plan, accreditation system, branding and marketing and Monitoring and Evaluation Strategy. To support the launch, the Champions will also need to be identified and engaged.

When CPL has been established and suitable income is being generated, the management of CPL should transfer to an independent company (using a suitable model e.g. social enterprise).