

# Cycle Pennine Lancashire

## Outline Business Case



In partnership with



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Lancashire Sport Partnership

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# 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:

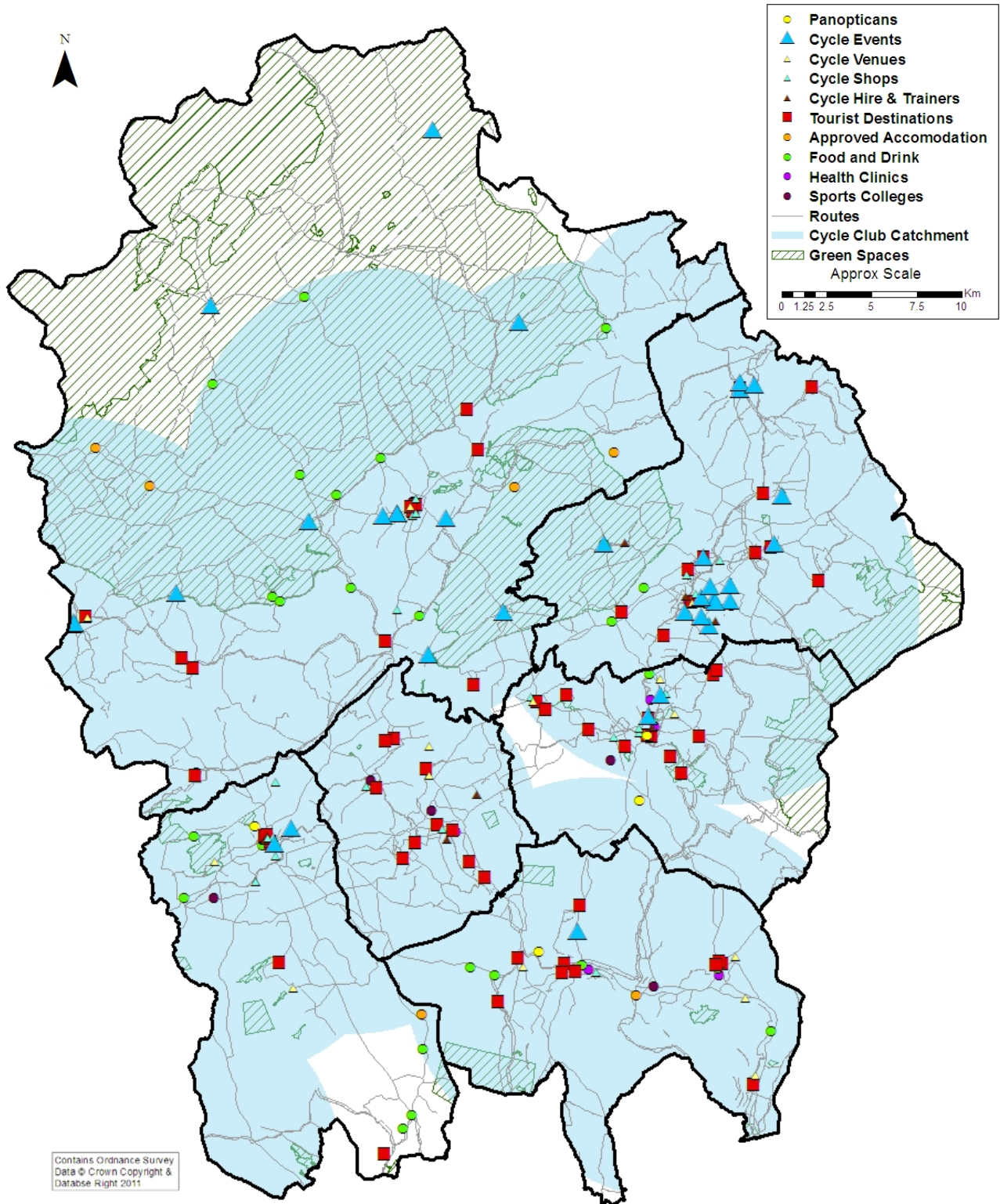
- There is a well developed, existing cycling offer – routes, clubs, events, venues - in Pennine Lancashire, however, the offer is disparate and lacks integration; there is significant potential to build on the area’s cycling heritage and better ‘sell’ it as a cycling destination for all ages and abilities.
- 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 ‘products’ including 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 figure overleaf demonstrates the range of ‘products’ already available across Pennine Lancashire. It is evident the area has a lot to offer, whilst these are

presently disparate in nature, CPL provides the opportunity to capitalise on them in an integrated manner.



### 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

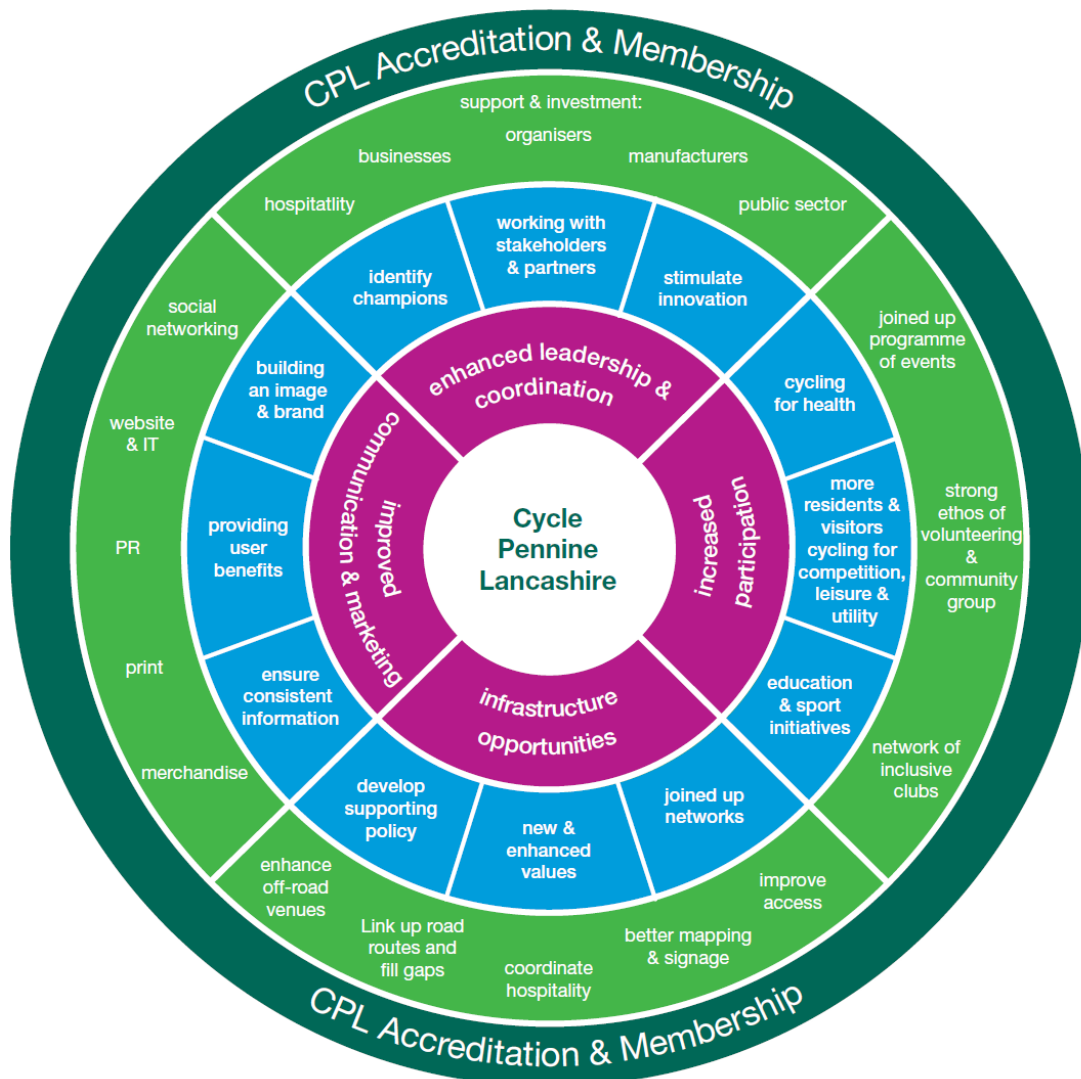
CPL is about providing both the opportunities for active involvement in a range of cycling activities at all levels, and ensuring that participation is appropriately supported through high quality, cycle friendly services. It is also about ensuring that the consumers and providers of activities and services, 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 CPL 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 overleaf:

<b>Gold Accreditation</b>
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).
<b>Silver Accreditation</b>
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.
<b>Bronze Accreditation</b>
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).

# 1 Introduction

## 1.1 Cycle Pennine Lancashire

The Lancashire Sport Partnership (LSP) is 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 already high standing in the cycle sector and will 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 development of Cycle Pennine Lancashire (CPL) will also contribute to local regeneration agendas through the development of the area as a major tourism destination, especially for the short break and "stop over" segments of the tourism sector. The value of the natural environment to the area's tourism offer was recognised, and developed, through the East Lancashire Regional Park. The development of the CPL project will enhance access to the natural environment and therefore has the potential be an integral part of the development of the wider Pennine Lancashire tourism offer.



A consultant team, including Mouchel and Strategic Leisure, was appointed in the summer of 2010 to study the potential for CPL and to develop an Outline Business Case (OBC) for the development and implementation of CPL.

## 1.2 Purpose of the Outline Business Case

This OBC sets out the case for the CPL 'proposal', including the Vision, Concept and structure. The document then goes on to reveal the extensive and integrated range of people, place and support-related measures that comprise the CPL offer.

The OBC provides the foundation upon which CPL can be implemented and provides a framework of governance, branding, monitoring and evaluation which will support CPL as it is delivered.

## 1.3 Project Scope

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.

Since the study to support this OBC commenced, there have been significant changes to the financial landscape of the public sector. The Coalition Government's Comprehensive Spending Review confirmed the expected significant reduction in funding across the vast majority of public sector budgets. This has significantly influenced this OBC, particularly in the range of measures available and the likely sources of funding that will be accessible.

#### 1.4 Structure of the Outline Business Case

Following on from this introduction:

- **Section 2** identifies the opportunity and sets out the case for CPL;
- **Section 3** explains the current situation and summarises the baseline exercise;
- **Section 4** describes the overall content of the CPL proposal;
- **Section 5** presents how the CPL proposal will be delivered through an Outline Business Case;
- **Section 6** outlines the Branding Strategy;
- **Section 7** presents the Monitoring and Evaluation Strategy;
- **Section 8** outlines the high level risks associated with the proposal; and
- **Section 9** sets out the next steps for the implementation of CPL.

## 2 What is the opportunity

### 2.1 Introduction

This section of the OBC presents the case for CPL. We believe CPL presents a significant and distinctive opportunity for Pennine Lancashire to deliver policy objectives through an innovative and integrated cycle offer.

### 2.2 The Vision

Defining a vision of CPL has been key in determining the overall aim of the proposal. The vision has been developed through consultation with the client team and stakeholders and by assessing the potential achievements of CPL.

The Vision for Cycle Pennine Lancashire is defined thus;

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

In practice this means that Pennine Lancashire will be a leading player in terms of the contribution cycling makes to the local economy from a manufacturing, tourism and regeneration point of view as well as providing local people and visitors with the encouragement, support and means to engage with cycling at all levels.

The inclusive nature of the Vision and resulting proposal is paramount. Broadly, the inclusive nature of CPL covers two specific areas; ability and interest. In terms of ability, CPL looks to provide opportunities for all levels of competence, from the cycling novice to the elite rider. In terms of interest, CPL aims to provide facilities and events for the widest range of cycling types including road, mountain biking, BMX, CycloCross and Touring.

#### **Case Study – 7 Stanes, Scotland**

The 7stanes are seven mountain biking centres that have been established since 2002, spanning the south of Scotland. Each 'Stane' (the Scots word for Stone) has been established as a partnership approach to developing mountain biking as a critical part of the tourism offer, bringing visitors and money to rural areas. Led by the Forestry Commission, the Stanes offer a variety of mountain bike trails, from gentle family trails to thrill seeker white-knuckle rides. Altogether there are over 16km of forest biking trails. Each of the Stanes now has dedicated services to support visiting cyclists and mountain bikers, including accommodation and other commercial services such as bike hire and activity-based operations. It is estimated that the 7stanes in Dumfries and Galloway attracted over 200,000 visitors who spent in excess of £4.6 million in 2007/08.

## 2.3 The Concept

The Concept within this overall Vision can be defined as a high quality, area wide proposal of both 'soft' (information, services & support) and 'hard' (venues & facilities) products that meets a number of primary objectives. These objectives have been developed through the baselining process and take account of existing national and local policy objectives, but also drawing in what we believe are important characteristics of an attractive cycling offer.

### 2.3.1 Objectives

The objectives supporting the CPL Vision have been set to align with the aims and objectives of key partner organisations.

- **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
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- **Vital** – plays a key role in the tourism, sporting, health, community, economy and regeneration agendas for Pennine Lancashire and the wider Lancashire sub region

## 2.4 Making the Case

Launching CPL will require 'buy-in' from a significant range of people and organisations, ranging from public sector bodies to local businesses and communities. To engage with these interests, the case for CPL needs to be made and it has to be sound.

- **Integrated**  
At present the cycling offer in Pennine Lancashire is provided independently by a significant number of companies, public sector organisations and clubs. This has led to a lack of integration and understanding of the holistic offer that already exists. A key aspect of CPL is to link the existing elements of the

offer together, ensuring the best is made of these opportunities. The recently revived county wide Lancashire Cycling Group will help achieve this.

- **Accessible**

The accessibility of cycling in Pennine Lancashire is variable, both in physical and information terms. While some provision is close to major towns and transport hubs, many locations require access to a car. Access to information, similar to the wider offer, suffers to a lack of integration and enabling better understanding of the offer will increase the likelihood of participation. Drawing the offer together under the CPL proposal will enable accessibility to be more broadly approached and focused on the primary areas where improvements need to be facilitated.

- **Exciting**

A joined-up cycling offer provides a great opportunity to establish an exciting focal point for Pennine Lancashire, taking advantage of the growth in the popularity of cycling. The success of the 2008 Olympic Cycling Team and prospects for 2012, the increase in participation in adrenaline sports and growing number of events and venues, presents Pennine Lancashire with a significant opportunity to forge a reputation for excitement.

- **Engaging**

Drawing on a critical mass of cycling provision, and integrating them under one offer, Pennine Lancashire will more easily engage with existing cyclists and those with a propensity to cycle, whether they be residents or visitors. Strong engagement, through an integrated offer of activities and venues will increase the likelihood of people taking part initially and then returning time and again.

- **Inclusive**

The Coalition Government's drive for 'Big Society' has inclusiveness at its core as well as ensuring society is open, transparent and accountable. At present many elements of the cycling offer, and not only in Pennine Lancashire, indirectly discriminate against a significant proportion of the community, whether they are residents or visitors. The current offer is focussed on existing cyclists; clubs, for example, presently attract members from a relatively limited spectrum of the community. CPL presents an opportunity to implement Big Society ideals through making the Pennine Lancashire cycling offer more inclusive in terms of people's backgrounds, interests, genders, ages, skills and abilities.

- **Shared**

CPL can provide a focus for community involvement and stronger links between those communities and clubs, businesses and the public sector through harnessing opportunities to work on local projects. Developing a nationally recognised offer can also foster a greater sense of pride and

achievement – developing a ‘premier destination for cycling’ could be just such an offer.

- **Green**

Developing an offer around cycling presents a significant opportunity to ‘green’ the economy of Pennine Lancashire, whether that be through promoting cycling as a utility mode of transport or through encouraging cycling as a ‘greener’ pass time. Using cycling as a banner image for Pennine Lancashire may ‘green’ the perception that residents and visitors have of the area.

- **Sustainable**

Forging sustainable development and economies, particularly under current financial constraints, requires innovative and integrated action from a broad range of interests. CPL provides a structure under which many interests can be brought together to engage with one another, spread best practice and share resources. This should enable those organisations charged with delivery to draw in other sources of support and investment through developing a wider, mutually beneficial, cycling-based economic sector.

CPL also provides opportunities to integrate activities with neighbouring sub-regions, both in terms of specific cycle provision and wider programmes.

- **Vital**

Cycling is already at the core of many activities in Pennine Lancashire, ranging from commercial events and venues to community, health and education programmes. CPL provides an opportunity to further embed cycling into all that happens in the area, making it vital to the future well-being of the area and supporting many wider objectives for development and reinvigoration.

## 2.5 **Summary**

This section has identified the Vision for CPL and outlined a range of objectives which the proposal can help to deliver. The section highlights the case for CPL and shows that a cycle-based proposal can help to deliver key policy objectives and wider local needs.

## 3 Where are we now

### 3.1 Introduction

An extensive baseline analysis was undertaken as part of the study which examined the existing situation in and around Pennine Lancashire ranging from a review of the political and strategic context through to analysis of local demographics and existing infrastructure.

### 3.2 The Baseline

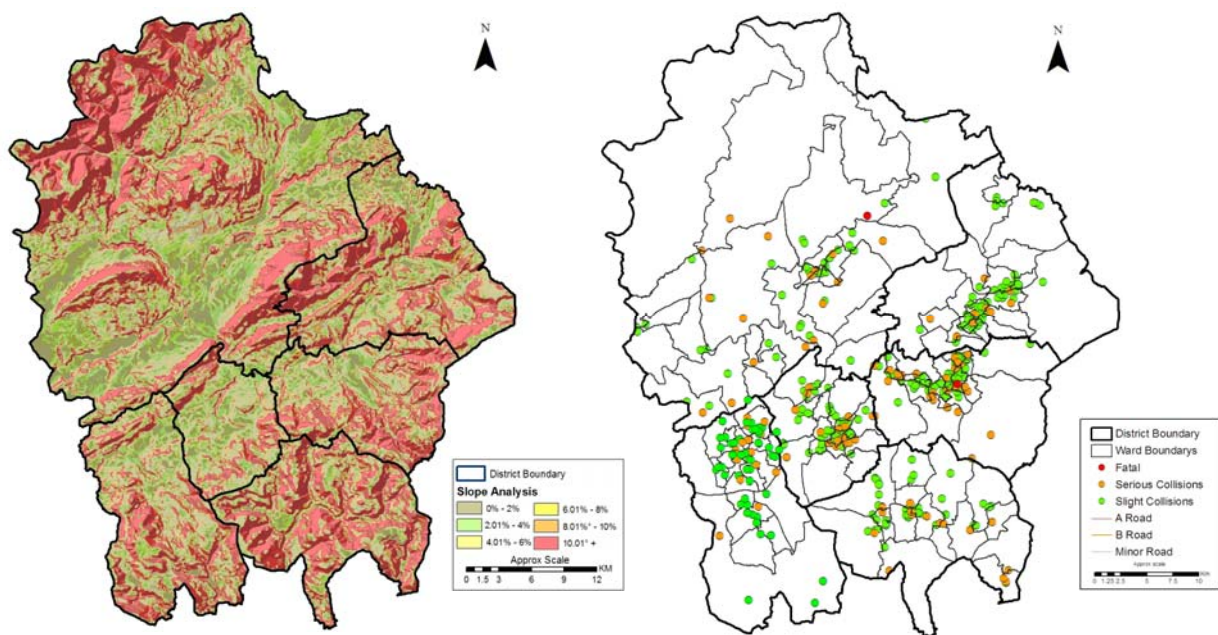
We are in the middle of an evolving political landscape, this year has seen the Coalition Government come to power with a new agenda focusing on tackling Britain's deficit, including plans to abolish regional strategies and the Comprehensive Spending Review which included significant budget cuts for local councils. It is evident that CPL must be realistic and deliverable to respond to ongoing and future changes in funding. A review of over 30 documents has highlighted that CPL aligns with a wide range of policy objectives underpinned by a series of recurring themes including the role of outdoor leisure and the agglomeration of sport, culture and business. This presents an opportunity for CPL to offer cycling as part of a much wider approach for future visitors and existing residents.

The area is sparsely populated with high densities focused around urban locations; there is significant variation in age, ethnicity, wealth, car ownership and travel across the six districts. It is a stark point that of the 32,441 Lower Super Output Areas across England and Wales, Pennine Lancashire has areas at both ends of the Indices of Multiple Deprivation spectrum, ranked 13th and 32,154th. This variation in the population's characteristics is mirrored in behaviour, whilst sport and activity data indicates growth in cycle sport across the area (except in Rossendale and Pendle) commuters are unlikely to cycle to work despite many journeys being under 10km (a distance that could be cycled) suggesting an absence of a cycling culture. The sparse and diverse population may be difficult to target and will require a varied offer but there is significant potential to encourage a culture of cycling.

The influence of this varied population is reflected in the local economy and although the study area appears to be broadly in line with the region in terms of working age population, average business size and business density; the provision of jobs in Burnley, Hyndburn and Rossendale is considerably below the regional average. Furthermore, in the six districts, except Ribble Valley, average weekly pay and productivity is lower than the regional average. Conversely, business start-ups and survival rates are generally positive and there are a range of cycle related businesses located in and around Pennine Lancashire which contribute to the local economy. Nevertheless, there is a need to invigorate the local economy and CPL has the potential to act as a stimulus. Tourism has a major role to play in this and many day trips or overnight breaks include an element of cycling and it was estimated that overnight tourist trips (including an element of cycling) in 2009 was worth £1.7 billion to the UK tourism industry.

This emphasises the potential benefits of enhancing and promoting cycle friendly accommodation with links to and from venues, sites of interest and transport nodes. Major events also stimulate local economies and there is potential for more events and challenges in the area as well as supporting services. Recent research has highlighted that the majority of visitors to rural Lancashire have a higher age profile and that the area does not have a strong resonance with families. This suggests a need to enhance and expand the offer for families and integrate with the existing offer for art, food and culture. However, this research did highlight that the character of the environment is the main motivator behind trips and Pennine Lancashire is lucky to have an inherent asset in its natural environment including the Ribble Valley, Trough of Bowland and West Pennine Moors.

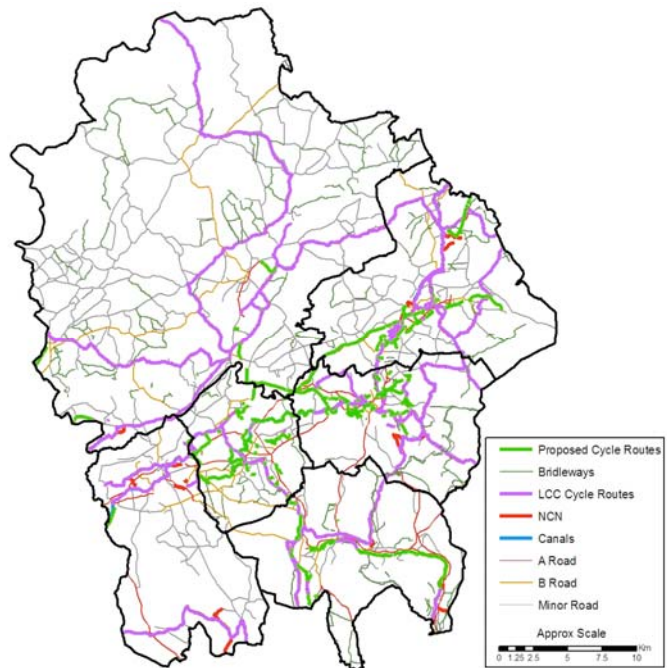
Whilst this 'hilly' scenery is an asset and provides for cyclists seeking challenging and exciting scenic routes, it can also be considered a major barrier to new cyclists and tackling barriers to cycling will be vital to the success of CPL. Barriers tend to be either attitudinal or physical. An attitudinal barrier might include the opinion that the area is too hilly and would be too difficult, whilst a physical barrier might be related to traffic flows and safety. As part of understanding these barriers an assessment of slope and accident data across Pennine Lancashire was undertaken and the outputs can be seen in the figures below.



This highlights that large areas are in excess of 8% (1 in 12) a gradient considered demanding for cyclists, but, there are also large areas which are relatively flat which demonstrates the need to cater for other types of cyclists by linking together flatter routes. Safety or the perception of safety is probably one of the most common reasons given for not cycling. The review highlighted that the area is comparatively safe as the majority of accidents were categorised as slight. However, given the present low levels of cycling the number of accidents could be considered relatively

high; learning from best practice elsewhere is something that needs to be considered within the CPL offer.

Whilst hills and cars might stop new cyclists, there is a significant amount of cycling related infrastructure already in place to encourage them. As part of the baseline analysis existing and proposed cycle networks were reviewed which identified a good network with the potential to fill gaps. Furthermore, existing rides and events, long distance routes, green space, venues, cycle clubs, cycle training, health centres and community projects were reviewed and mapped. CPL presents the opportunity to build upon existing routes, events and venues at key destinations such as Lee Quarry, Cragg Quarry, Gisburn Forest and Billinge Woods and link to nearby facilities in Lancaster, Preston, Heywood and Manchester. The review presents the opportunity to capitalise on and support existing networks of cycle clubs, cycle training, bike hire, cafes, tea rooms and community projects as routes into cycling with support from local sport and health professionals.



Not only does Pennine Lancashire have a significant base offer and great potential, it is accessible. Whilst this study focuses on the six districts of Pennine Lancashire, a wider area including Lancashire, Greater Manchester and areas of West Yorkshire have been considered. This wider area is home to over 4.5 million residents; however, given the areas accessibility by key arterial routes providing links north-south and east-west a population of approximately 11.5 million can access Pennine Lancashire within a 2 hour drive. Additionally, Pennine Lancashire has a number of rail stations that can act as gateways to the area; this potential for sustainable access is a unique offer which other areas such as the Lake District, North Wales and Scotland do not have.

Irrelevant of the population size, existing infrastructure for visitors and accessibility, if CPL is to be a success it needs a population with a propensity to cycle. As part of this Sport England's Market Segmentation data was reviewed to identify numbers of 'unlikely', 'utility', 'potential' and 'would be' cyclists across Pennine Lancashire and beyond. A simple model was also developed looking at the potential for cycling in different areas. Together, this analysis suggests that there is significant potential for cycling within Pennine Lancashire and beyond, especially within areas of the Ribble Valley and Blackburn.

## 4 Where do we want to be

### 4.1 Introduction

The section explains the CPL proposal and outlines the overall offer.

### 4.2 The Model

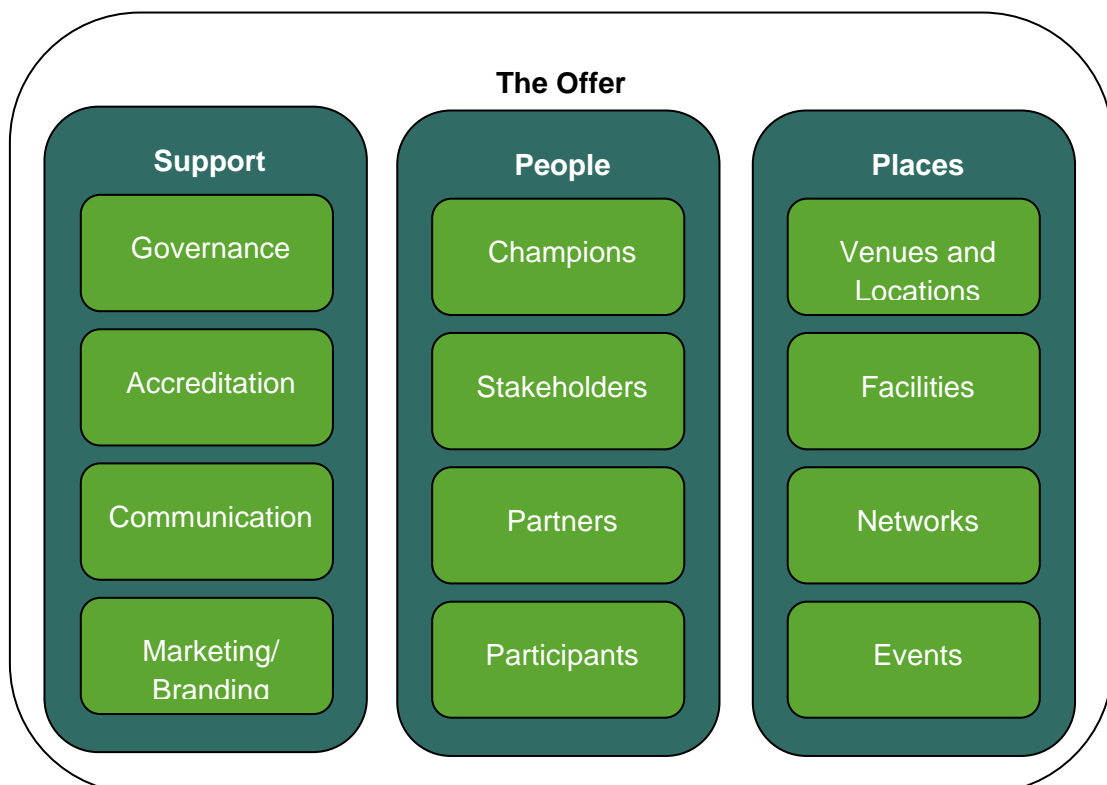
The CPL proposal has been formulated as a model for developing a cycle-based approach to achieving health, economic, community and environmental objectives within specific sub-regions. This is not a 'one-size fits all' approach but a blueprint for Pennine Lancashire that could be applied to other areas given appropriate background review and understanding.

To be applied to other areas, the study approach to develop the CPL proposal would need to be taken, with a robust baseline developed and strong stakeholder engagement undertaken in those areas. If applied to other elsewhere, the content of the model will change from place to place. This proposal, and its contents described here, are specifically for Pennine Lancashire.

### 4.3 The Offer

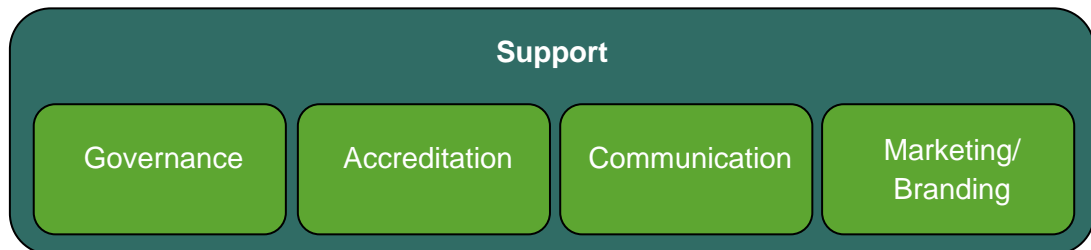
The CPL proposal provides a stratified offer of measures to achieve the Vision and objectives. This section provides an overview of this stratified offer and the detailed offer is presented in Appendix A.

At the top level, the measures are identified under the headings of 'Support', 'People' and 'Places'; the core areas of focus required to deliver CPL.



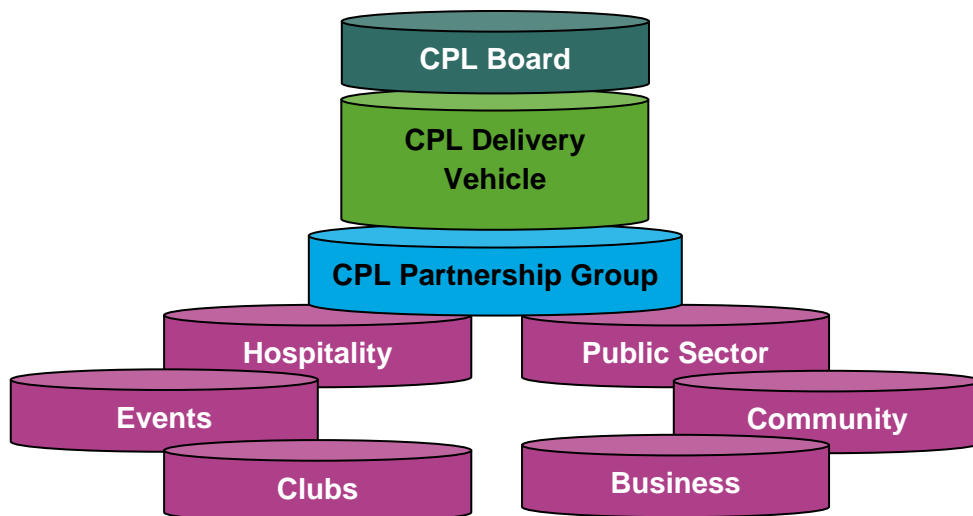
#### 4.4 Support

The support heading focuses on establishing the structure for CPL, its delivery and governance. The implementation of CPL will require these areas to be delivered robustly and in partnership with stakeholders. The support heading has four key sub-headings; 'Governance', 'Accreditation', 'Communication' and 'Marketing/Branding'.



##### 4.4.1 Governance – CPL Structure

The implementation of CPL has been designed to be managed within a four tier structure including the CPL Board, the Delivery Vehicle, the CPL Partnership Group and the CPL Spokes (see 4.3.4). This overall structure is demonstrated in the following figure.



##### 4.4.2 Governance – CPL Board

CPL will be delivered through an appropriate Delivery Vehicle ('Cycle Pennine Lancashire') reporting to the CPL Board. The Delivery Vehicle will reflect the growing 'Big Society' movement and provide a not-for-profit solution for implementation. The CPL Board will comprise public and private sector membership and is responsible for:

- Overseeing the CPL accreditation scheme;
- Ownership of the CPL brand, its administration and application;
- Ownership of the CPL offer and constituent elements;

- Ensuring impartial delivery; and
- Overseeing of the CPL forums including their definition and monitoring of scope

The CPL Board will direct the implementation of the CPL delivery vehicle through the agreed vision, concept and objectives.

#### 4.4.3 Governance – Delivery Vehicle

There are a number of options for the implementation and operation of the CPL delivery vehicle. Due to the financially constrained times within which the public sector operates, there is a need to be flexible in the manner in which such proposals are implemented. Overall, we believe that there are four broad options:

- Lancashire Sport Partnership-lead;
- Secondment with a ‘holding’ organisation;
- Local authority;
- Lancashire County Council; and
- Social enterprise.

Details of each option and the potential pros and cons are shown in the following tables.

Lancashire Sport Partnership	
CPL would be set up as a new team within Lancashire Sport Partnership, fitting into the overall governance structure and operations of LSP.	
Pros	Cons
<ul style="list-style-type: none"> <li>• Simplicity of set up</li> <li>• Day-to-day support and infrastructure already in place</li> <li>• Potential to take greater advantage of LSP strengths and wider resources</li> <li>• Committed funding</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for conflict of interest between LSP and partners over operation of CPL</li> <li>• Potential for CPL to be adversely affected by changes to management or future funding of LSP</li> </ul>

Secondment within ‘Holding Organisation’
Partner organisations would provide staff on a secondment basis to the ‘holding organisation’ (e.g. Lancashire Sport Partnership, Lancashire County Council, etc). The holding organisation would operate CPL as an independent team, which would adopt its own structure, governance and processes. A Memorandum of Understanding would be required between the holding organisation and those providing the secondees.

Pros	Cons
<ul style="list-style-type: none"> <li>• Costs to individual partners are reduced through sharing secondment staff</li> <li>• Potential for day-to-day support and infrastructure already to be in place</li> <li>• Potential to take greater advantage of strengths and wider resources of the holding organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for conflict of interest between holding organisation and partners over operation of CPL</li> <li>• Potential for CPL to be adversely affected if secondees are withdrawn early</li> </ul>

Local Authority	
<p>One of the Pennine Lancashire local authorities would set up a CPL team with its own funding and funding from partner organisations. A Memorandum of Understanding would be drawn up between those organisations.</p>	
Pros	Cons
<ul style="list-style-type: none"> <li>• Potential for day-to-day support and infrastructure already to be in place</li> <li>• Potential to take greater advantage of strengths and wider resources of the holding organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for conflict of interest between local authority and partners over operation of CPL</li> <li>• The setting up of a new team may be difficult for a local authority to justify under current circumstances</li> </ul>

Lancashire County Council	
<p>Lancashire County Council would set up a CPL team with its own funding and funding from partner organisations.</p>	
Pros	Cons
<ul style="list-style-type: none"> <li>• Democratic control</li> <li>• Major funding potential</li> <li>• Infrastructure responsibility</li> </ul>	<ul style="list-style-type: none"> <li>• Not responsible for whole area</li> <li>• Do not cover sport</li> <li>• Less able to engage businesses</li> <li>• Uncertainty of future funding</li> </ul>

Social Enterprise	
<p>A social enterprise would be set up to implement and manage CPL as a not for profit business. The social enterprise could either be independent of any single organisation or be hosted by one of partners</p>	
Pros	Cons
<ul style="list-style-type: none"> <li>• Less reliance on a single</li> </ul>	<ul style="list-style-type: none"> <li>• No day-to-day support and</li> </ul>

<p>organisation to take the lead</p> <ul style="list-style-type: none"> <li>• Greater transparency and no single point of control</li> <li>• Greater commercial focus</li> <li>• May facilitate greater opportunities for cross-subsidy from other enterprises</li> </ul>	<p>infrastructure already in place.</p> <ul style="list-style-type: none"> <li>• No support from a holding organisation</li> <li>• May be more difficult to justify under present economic circumstances</li> </ul>
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For a number of reasons, including ongoing funding and its role to facilitate delivery of sport/physical activity in partnership, it is suggested that initially CPL is aligned to the Lancashire Sport Partnership (LSP) and then when the timing is right and funding secure for CPL to become an independent company (using a suitable model e.g. social enterprise). In the current funding context it is more likely to be politically acceptable (and therefore supportable), for CPL to be aligned with LSP's existing organisation and resources, even if existing resources are used through CPL in a different way. The current review of the Adrenaline Gateway Project may offer a real opportunity for an integrated way forward. It will be for the CPL Board and Lancashire Cycling Group to ensure impartial delivery.

Whichever of the above options is taken forward, the CPL Delivery Vehicle will be launched with a minimum of two full-time staff; the CPL Manager and a Delivery Officer. The CPL manager will have overall responsibility for the delivery of CPL, its launch, liaison with the Board, directing development and implementation – this person will be the overall day-to-day champion for CPL. The CPL Delivery Officer will be responsible for the accreditation scheme, education and marketing (promotion, branding, website, materials, etc). The annual staffing costs should be in the region of £65,000; this excludes on-costs (which are likely to be in the region of 25%). Other costs such as accommodation would be additional to this but could be funded in kind. Where the CPL Delivery Vehicle require extra support (particularly during Year 1 mobilisation), it is anticipated that this could be provided through a secondment in kind. This is detailed further in Section 5.

The CPL Delivery Vehicle needs to focus on delivering a wide range of cycling opportunities through improved infrastructure, joined up working, and specific venues; to do this effectively it needs to be objective, understand cycling, but also what cycling can contribute to the wider agenda, and critically be credible because it delivers'

A primary task for will be the development of a Business Plan for launching and sustaining CPL. The Business Plan would be consulted on with the wide stakeholder group and then approved and signed off by the CPL Board and consulted.

#### 4.4.4 Governance – Hub and Spokes

The delivery vehicle and board will form the hub of a 'hub and spoke' network of stakeholders and members. Spreading out from this hub will be a number of themed

spokes concentrating on generating partnership in the delivery of CPL in specific areas of provision; these spokes will be focussed on the themes of ***hospitality, events, clubs, business, community and the public sector (including education)***. Under each themed spoke, relevant organisations will provide representation to delivery forums to increase co-operation, spread best practice and feedback to the delivery vehicle, board and partnership group. The delivery forums will focus on delivering improved support to sport and leisure cycling across their themed areas. Each spoke will develop its own aims and objectives within the overall context (See Appendix A).

#### 4.4.5 *Governance – CPL Partnership Group*

The CPL Board will be supplemented by a CPL Partnership Group which will include leading members of the six themed spokes and associated delivery forums. The CPL Partnership Group will focus on issues that span the six themed areas and provide guidance to the Board and delivery vehicle. The CPL Partnership Group will be consulted on the Business Plan and key outputs from the CPL Delivery Vehicle (e.g. the criteria for accreditation).

#### 4.4.6 *Accreditation*

An accreditation scheme will be set up to promote best practice in cycle provision across Pennine Lancashire. The scheme will concentrate on best practice in the same themed areas used by the hub and spoke governance structure: hospitality, events, clubs, business, community and the public sector. The scheme will be based on Gold, Silver and Bronze accreditation levels with requirements and fees increasing to progress from Bronze to Silver to Gold. Assessments will be based on requirements for each accreditation level classified within the CPL Concept Objectives: Integrated, Accessible, Exciting, Engaging, Inclusive, Shared, Green, Sustainable and Vital. 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.

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. One of the overall aims of this programme is to increase 'investment' in cycling, therefore, discounts could be applied to the annual fee to encourage accredited organisations to invest in new infrastructure at their locations or provided value in kind support to CPL.

The accreditation system must provide benefits to the individual organisations as well as CPL as a whole.

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.

#### **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 members would be considered as “Ambassadors” for CPL and 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” for cycling in Pennine Lancashire. 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.

Identifying the full potential of the accreditation scheme will require additional research to look at the propensity within the various market segments and identify how different participants could be engaged.

#### **4.4.7 User Benefits**

Users of CPL accredited services and facilities will be rewarded through a range of benefits tailored to the local area. Becoming a ‘member’ of the Cycle Pennine Lancashire ‘movement’ will enable users to access specific cycle and non-cycle related benefits in the area. For example, members could receive discounts from cycle shops and accommodation providers or receive preferential treatment with advanced event information and access to bookings.

The user accreditation scheme will not overlap with the various British Cycling Memberships designed for riders or racers which provide insurance and legal advice amongst other benefits. As with the accreditation scheme, further work will be required to develop the scope of the user accreditation scheme including developing the menu of benefits and identifying governance of the scheme.

#### 4.4.8 *Communication*

Strong communications will be at the core of CPL and will be vital to its success. Within the internal governance structure, communications will need to move between the board, delivery vehicle, partnership group and themed spokes and external communications will need to go through an internal process before being signed off.

External communications will be equally as vital and one of the first tasks of the delivery vehicle will be to develop an Engagement Plan to ensure strong communications management systems are in place from the start of implementation. This plan will need set out systems and strategies for communicating with a significant range of people, stakeholders and organisations including:

- National and regional cycle organisations
- Business and business organisations
- Cycle clubs
- Health organisations
- Event managers
- Emergency services
- Community groups
- Environmental groups
- General public
- Tourism organisations
- Local authorities
- Economic organisations
- Educational establishments
- Press including cycle industry media

The Engagement Plan will also need to put in place the right processes and a CPL Design Guide so that the CPL movement can build on what is already there and disseminate information through existing portals, for instance including the CPL logo and additional information within any new leaflets. The plan also needs to facilitate opportunities to utilise new media and other initiatives.

#### 4.4.9 *Marketing and Branding*

In order to make Cycle Pennine Lancashire effective in terms of local, regional and national profile it is imperative that it has a strong and easily understood identity. The application of its identity needs to be consistent in approach, unambiguous in its message and complimentary to existing programmes. Marketing and Branding is discussed in further detail in section 6, however, it is suggested that the approach overtime, incorporates the following elements:

- CPL Brand messages, a logo and design guide;
- Jointly market information through current local marketing activities and provide consistently printed information incorporated within existing print;
- Promote through accredited members;
- Set up a CPL website including an achievement database;

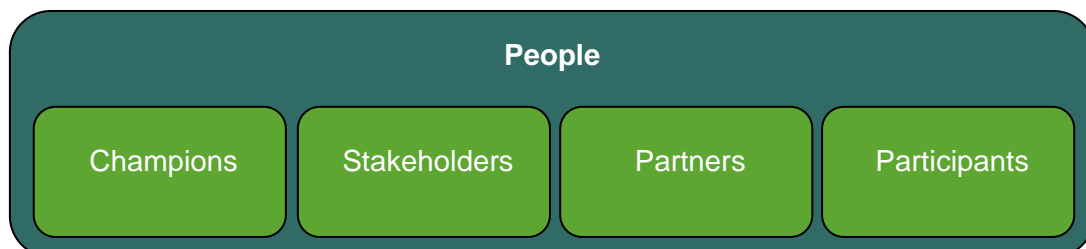
- Establish CPL Social Networking portals;
- Develop mobile media applications; and
- A CPL Club with merchandise such as maps, pins, jerseys and other cycling consumables.

#### Case Study – Bristol Cycling Project

The area of Greater Bristol received the UK's first Cycling City status in June 2008. The status was awarded jointly to the two councils in Greater Bristol - Bristol City Council and South Gloucestershire Council. The councils are looking to drastically increase the numbers of regular cyclists in Greater Bristol across a number of areas. The government is investing £11.4m to transform cycling with matched funding from the local area, bringing the total investment package to about £23m. The Delivery structure of this project includes: An overseeing cabinet, Project Champions, Project Executives, the Project Board (decision makers) and Stakeholder Advisory Panel, the Project Team (project management and delivery), Council Delivery teams and Bike Forums. This includes specialist advisors and people who work for social enterprises, British Cycling, Cycling England and Sustrans.

## 4.5 People

People will be at the core of CPL, from delivering the proposal to taking part. This business case sets out the range of people, and their roles, to be involved in CPL including champions, stakeholders, partners and participants.



### 4.5.1 Champions

The profile and image of CPL will be supported and strengthened by the appointment of four CPL 'champions'; 'Sporting', 'Private Sector', 'Political' and 'Voluntary'. Their role will be to help grow CPL organically through existing sporting, business and political networks and to embed CPL through their day to day activities as 'champions', thus raising the profile of CPL and Pennine Lancashire as a whole.

The sporting champion's role will be to promote the area's potential for 'sporting' participation and success. The champion will need to be someone well known in the area, preferably involved with cycle sport and prepared to commit to CPL and be highly visible. They or a representative will be responsible for chairing the Events and Clubs spokes

The private sector champion will promote the CPL opportunity to the business community, to network and open doors at a local, regional and national level and

raise the profile of CPL. The champion will ideally come from one of the existing larger cycling related businesses. They or a representative will be responsible for chairing the Hospitality and Business spokes.

The political champion will represent the region and resolve political challenges in relation to the establishment and momentum behind CPL. They will also act as a political 'litmus test' to help provide for consistent policies across CPL (and wider) to help CPL succeed in a sustained manner. They should facilitate a joined up approach so that CPL can be seen to contribute to a number of priority agendas. They or a representative will be responsible for chairing the Community and Public Sector spokes. Given the fact that Pennine Lancashire covers County, Unitary and District areas, the selection of an appropriate 'champion' will need careful consideration.

The voluntary champion will promote CPL within the local voluntary sector to build and embed CPL with the thinking around the 'big society'. They or a representative will provide inputs to the spokes within the CPL model.

**Case Study – Political Champion, Boris Johnson**

Boris Johnson, as the Mayor of London has championed cycling since his appointment in May 2008. As a well known cycling politician he has declared that London is in the midst of a two-wheeled revolution and 2010 is the year of cycling. Under his guidance 2010 has seen the Mayor's Sky Ride, the launch of TfL's Cycle Superhighways and the London Bike Hire scheme.

**4.5.2 Stakeholders**

There will be a range of stakeholder interests involved in CPL but these can largely be identified as either drivers and influencers, those who can help disseminate CPL thinking to foster success, or key users, who can help generate a 'buzz' around CPL at the grass roots level.

The driver and influencer stakeholders will come from the private, public and voluntary sectors and they will help spread the message of CPL and take part in the delivery forums.

The Delivery Forums will take the CPL concept and offer and establish mechanisms to deliver the various elements through collaborative working, identification of innovative funding solutions and through the use of the most applicable skills. The Forums will have specific deliverables established through the CPL board which will be monitored to ensure that the overall strategy is delivered in a joined up manner. It is strongly suggested that members all 'sign up' to the CPL working ethos of cooperation, collectivism and innovation as a means of embedding a 'can do' culture.

Key users will be engaged by CPL in a number of ways and the primary focus of this engagement will be with competitive residents, leisure residents, utility residents, competitive non-residents and leisure non-residents (see Appendix A).

#### 4.5.3 *Partners*

Given that the CPL concept is scalable from sub regional, to regional to national, options for support (in terms of officer time, advice & guidance or if available, specific funding) from Sport England / British Cycling and other bodies should be explored to pump-prime (to ensure that it meets wider aims and aspirations) this local area concept particularly in the early stages.

Also key to the delivery of CPL will be the following partners:

- Hospitality industry – joining the accreditation scheme, with linked marketing, and improved facilities for cyclists.
- Funders – funders from the private, public and voluntary sectors will be encouraged to engage with and support CPL both in financial terms and through support in-kind.
- Commercial event organisers – engaged with to help deliver an integrated series of cycle events across Pennine Lancashire.
- Manufacturers – encouraged to participate in CPL to help raise profile not only of the concept, but the area and their collective brands. The ‘Made in (Pennine) Lancashire’ approach should be explored to provide brand synergies and collective identity.

#### 4.5.4 *Participants*

In terms of participants, CPL will look to develop an offer that provides for all abilities and interests and aims to achieve local policy objectives.

CPL will promote structured events to stimulate competition and sporting success including:

- Elite Road – Lancashire Pro/Elite Series and Tour of Lancashire;
- Elite MTB – Lancashire Pro/Elite Series;
- Club Road – ‘club network’ developed series of amateur road races and hill climbs with organisation spread amongst the clubs working in a collaborative manner;
- Club MTB – ‘club network’ developed series of regular MTB cross country and location-based events, with the sharing of resources and expertise to set up and run events;
- Cyclocross – investigation should be made into encouraging the local pockets of activity to collaborate and make use of existing facilities in the area for training and racing;
- BMX – foster local talent through the cooperation with the National Cycling Centre.

In terms of leisure cycling, CPL will promote the provision of events and measures to establish a cohesive leisure base including:

- Inclusive cycle clubs – encouraging cycle clubs to work together and collaborate to help increase membership and increase cycling for leisure.
- Mass participation – a major mass participation ride for the area, local led rides and a Pennine Off-road weekend.
- Sportive – establishment of a Pennine Lancashire specific Sportive to capitalise on the area's routes and natural environment.
- Promoting the wider leisure offer – ensuring the existing leisure offer is promoted holistically and gaps in the offer are filled through the provision of facilities, joining existing route together, improving public transport access, improving information provision, and promoting themed and family-friendly routes.
- Tourism – working closely with Lancashire and Blackpool Tourist Board to integrate the CPL offer in to the existing tourism offer, including car-free itineraries. CPL will also improve coordination around venues / events and accommodation in Pennine Lancashire and surrounding areas to provide visitors with a truly joined-up experience. As well as promoting tourism associated directly with cycling, there is an opportunity to link with other Pennine Lancashire features, such as food, history and wildlife.

CPL will also work across a number of other policy areas including:

- Health - encouraging cycling for health benefits with health professionals (including GPs, hospitals, etc.) and schools encouraged through the Delivery Forums to actively use cycling as a health improvement tool.
- Cross-cultural – the CPL Delivery Vehicle will work with other agencies to help work across cultural barriers to entry and encourage a wider market for cycling.
- Accessibility – in order to minimise barriers to entry, investigation should be made into establishing a Pennine Lancashire based bike recycling scheme using unused and reclaimed bikes, potentially in partnership with other operators in the region.
- Education – a Go-Ride Strategy will be developed for Pennine Lancashire and investigation should be made into the provision of 'Bikeability' training. Broader co-ordination with the education and fitness sectors will also be developed.

#### 4.6 Places

Places, the third heading under which CPL will be delivered, focuses on the four areas of venues and locations, facilities, networks and events.



#### 4.6.1 *Venues and Locations*

Within the venues and locations sub-heading, CPL will work towards improving the offer at specific sporting, cycling and leisure venues.

To support competition, CPL will work with venue operators, land owners and other stakeholders to improve the facilities:

- A Pennine Lancashire Sport Hub – this should be developed to build on the existing facilities in the area to integrate sporting facilities and sports college.
- MTB – the offer at Lee Quarry, Cragg Quarry and Gisburn Forest should be built upon to open them up as competition venues and one-off top-flight events should be held there and at other locations. The opportunity for sponsored or adopted trails will also be investigated.
- Road – an off-road road circuit should be provided. An audit should also be undertaken of where there may be potential for road racing circuits and Time Trial circuits.
- Cyclocross – CPL should promote the area as a training ground for competitors and if interest in the sport grows, CPL could review potential to operate a cyclo-cross competitive in Witton Park.
- BMX – investigation should be made into the provision of a BMX facility in Pennine Lancashire. This could be associated with either MTB facilities at one of the quarries or the proposed Sport Hub.

To improve the leisure offer, CPL will look to do the following:

- Raise standard of facilities at all venues promoted for leisure cycling
- Develop Billinge Woods as part of Pennine Lancashire Sport Hub
- Ensure enhancements to the offer at Lee Quarry and Gisburn Forest include opportunities for all cyclists wanting to “have a go...”.
- Develop Cragg Quarry as part of the Adrenaline Gateway offer and link with Lee Quarry as part of a leisure day out for ‘purist’ mountain bikers.
- Use technology to enable ‘competitive routes’ within the Pennine Lancashire area.

#### **Case Study – Tavistock Sports Hub**

A good example of an operational sports hub is the one in Tavistock. This is a new £3m sports hub comprising a full-size all-weather football pitch, a competition-standard athletics track and a re-developed sports centre with an activity hall, an air-conditioned dance studio and fitness suite, a new reception area and community cafeteria. The project partners are Tavistock College, Devon County Council, Sport England, the Football Foundation, The National Sports Foundation, Kelly College, Tavistock Athletics Club, West Devon Borough Council and Tavistock Town Council. The local community raised funding towards the project, and 15 local clubs are now based at the new facilities, including those offering participation opportunities in football, dance, archery, athletics, carpet bowling, aikido.

#### **4.6.2 Facilities**

To improve facilities for cyclists in Pennine Lancashire, CPL may need to influence policy and design standards, and promote new ways of securing improvements.

In terms of policy, CPL will look to do the following:

- Influence local planning policy to identify provision for cyclists as a key element for transport in new developments including setting more robust minimum standards for parking and supporting infrastructure. Planning policy should also require developer contributions to include funding for wider cycle facilities (including long term maintenance). Where practicable, policy should be unified across the Pennine Lancashire authorities and wider Lancashire.
- Consider the role of local planning documents, such as Local Transport Plans, Economy and Regeneration strategies, Adventure strategies and Climate Change plans.
- Where appropriate, promote the adoption of specific planning policy to facilitate the development of cycle and cycle-related infrastructure.
- Promote a joined up approach to safety across Pennine Lancashire including encouraging local authority road safety teams to work together through a best practice forum to develop an integrated strategy and approach to tackling cycling related accidents across the area.

A common vision for cycling across the Pennine Lancashire area will be necessary to ensure that the offer is not diluted by varying approaches amongst the constituent local authorities. CPL will therefore:

- Encourage the alignment of design standards across Pennine Lancashire.
- Promote a revised approach to maintenance including working with practitioners who design new developments and help maximise existing approach to maintenance.
- Encourage volunteers and users of off-road cycle facilities to get involved in making new trails and carrying out repairs.

To facilitate improvements to important infrastructure and accessibility in the area, CPL will work with current owners and operators to develop franchise(s) for venues such as of Gisburn Forest, Lee Quarry and Billinge Woods and investigate franchise opportunities for shuttle bus operation between key venues and gateway stations

#### 4.6.3 *Networks*

CPL will work with stakeholders to make best use of the network of cycle routes, venues and supporting facilities in Pennine Lancashire. In terms of network mapping, CPL will:

- Develop a CPL interactive online portal, providing one location that can be found easily through internet searches, that provides an overview of the CPL offer and acts as the database for all cycling related information.
- Provide consistent printed information so that any new mapping to be developed will align with the CPL Design Guide and carry a consistent message that points people towards the online portal.

Working to develop better network linkages within Pennine Lancashire, CPL will work to join up the network into and out of the area by first undertaking a gap analysis of the existing network to highlight deficiencies, then strategically filling the gaps in a more integrated and cost-effective way. The majority of this will be delivered through external bodies but with input and guidance from the CPL Delivery Vehicle and CPL Partnership Group with an aim to integrate and reduce expenditure.

Greater accessibility will be vital to developing an inclusive offer, therefore, CPL will:

- Work to strengthen links from venues to public transport gateways
- Review the 'accessibility' of each venue and consider how it can be enhanced for local communities, outlying communities and visitors to the area.

To improve the accommodation offer, CPL will encourage cycle friendly accommodation and agree on a recognised set of minimum quality standards (linked to the accreditation) based on storage, security, equipment hire, bike washing etc. CPL will also link accommodation to the wider offer and routes including highlighting and linking together destinations such as accommodation, venues and visitor attractions as part of building car free itineraries (online mapping and/or 'CPL App' could help do this) and highlight other infrastructure such as bike hire, bike transport, etc. Working with local authorities, CPL will also press for revised planning policy that will help stimulate new accommodation offerings, e.g. cycling bunk houses, maintenance, hire, etc.

#### 4.6.4 *Events*

As well as the events highlighted previously in this section, CPL will work with partners to help facilitate the following key actions:

- Elite – Assess any gaps in provision that would prevent elite events taking place, raise the quality of standards and facilities provided at all MTB venues and review potential for additional circuits.
- Club – Encourage clubs to cooperate and organise events.
- Sporting Mass Participation – Identify potential routes for a Sportive, an on-road Pennine Lancashire Duathlon and an off-road Pennine Lancashire Duathlon.

For leisure mass participation, CPL will undertake a review of the existing road infrastructure, previous events (Sportives, Audax, Charity Rides, etc.) and agree a core set of routes which could be made available for on-road mass participation rides. CPL will undertake a similar review of off-road leisure route and also identify links between cycle events and wider Pennine Lancashire events and initiatives.

**Case Study – Etape Hibernia, County Clare, Ireland**

The Etape Hibernia in Ireland builds on the success of the Etape Caledonia as one of the UK's premier 'sportive' events. The Etape Hibernia took place for the first time in August 2010 attracting approximately 1,800 riders on closed roads at a cost of 54 euros per entrant. The event is principally sponsored by Sky with associated sponsorship including Shannon developments, Zipsport and Clare.fm. The Etape Hibernia has potential to help stimulate the local economy and issues associated with social deprivation and it has been estimated that the event will generate 10m Euros to the Shannon region over five years.

## 5 How are we going to get there

### 5.1 Introduction

This section presents the OBC for Cycle Pennine Lancashire and describes the benefits and costs of implementation, funding sources and other resources, key relationships and assumptions. The OBC has been developed with the following scope of outcomes in mind:

- 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.

### 5.2 Scope

Delivering the Vision for CPL is clearly subject to available funding and support. Given the present economic climate, being able to justify and explain the costs, revenues and scope of likely benefits associated with the CPL Proposal is vital to establishing sustainable delivery. As such, a variety of delivery options have been considered to ensure this outline business case is flexible and able to adapt to any future changes.

It is important to stress that whilst there are some costs attributable to the overall development and delivery of CPL, there is also a lot of the concept that can be implemented through the 'joining up' of existing activity, initiatives and people to create an integrated 'whole' with relatively little requirement for resources beyond staff time and a willingness to succeed.

The following section sets out identified costs, potential revenues and the likely economic and social benefits associated with CPL.

### 5.3 Costs

The overall costs associated with CPL over a 5 year period can be categorised under the following headings:

- Staff costs;
- Capital costs; and
- 'Product' delivery costs.

### 5.3.1 Staff costs

It is intended that CPL will be led and delivered by the CPL 'Delivery Vehicle', and supported by a wider network. For the purposes of this assessment only the financial cost associated with the CPL 'Delivery Vehicle' has been calculated, all support staff time will be provided 'in kind' or as part of existing job roles.

An assessment of person days required to undertake and deliver each element identified within the CPL proposal has been undertaken and can be seen in Table 5-1 below.

Table 5-1

	Person days				
	Year 1	Year 2	Year 3	Year 4	Year 5
CPL Delivery Vehicle	3 * 260	2 * 260	2 * 260	2 * 260	2 * 260
'Support' (across all organisations)	c. 900	c. 900	c. 900	c. 900	c. 900

This highlights that a minimum of two full-time staff are required to deliver CPL (based on 260 working days per year), as such it has been assumed that the CPL Delivery Vehicle will be staffed with a CPL Manager responsible for overall management control and relationship building, and a CPL Delivery Officer responsible for funding and implementation. The costs associated with this model are as follows:

- CPL Manager - £45,000 per annum (excluding on-costs in the region of 25%)
- CPL Delivery Officer - £20,000 per annum (excluding on-costs in the region of 25%)

This is equal to £65,000 per annum (excluding inflation). However, a greater number of staff days are required in Year 1 associated with the initial CPL set up and front-loading of programme activities. It is anticipated that this additional demand in Year 1 could be met through a 12 month secondment provided as a contribution in-kind from a partner organisation (or alternatively via various partner organisations on a task/delivery basis) at no additional cost to CPL. In Years 2 to 5, there may be potential for additional assistant support should workload associated with demand require this.

It should also be noted that in each of the five years, approximately 900 'support' days are required, however, it is envisaged that this support would come from a wide range and large number of partner organisations and individuals with no additional costs to the core CPL proposal. Included within this is assistance in terms of marketing (online and in print), which is currently undertaken by a significant range of organisations and potential CPL partners via existing programmes and initiatives.

It is this ethos of sharing available resources under a strong 'project management' framework that will be central to the success of CPL. The vast skills and experience

available within the partner organisations should be brought to bear to capitalise on the successes delivered to date, within the CPL concept.

### 5.3.2 Capital costs

Whilst CPL focuses on integrating the existing offer for cyclists through an innovative approach to governance and accreditation that brings support, people and places together there are site specific elements of capital investment required. These include:

- Providing facilities for leisure cyclists including toilets, rest stops, refreshments and storage at key points on key routes within Pennine Lancashire.
- Developing a Sport Hub in the area to provide a focus for cycling related sporting and leisure activities,
- Enhancing the existing offer at Gisburn Forest, Lee Quarry and Cragg Quarry and improving linkages between them
- Filling gaps within the existing network and improving signage to the network.
- Provision of BMX facilities across Pennine Lancashire.

Table 5-2 below sets out the estimated capital / infrastructure costs associated with each element, these costs have been derived from similar schemes elsewhere and at this stage are indicative only and do not include inflation assumptions.

Table 5-2

	Cost per year				
	Year 1	Year 2	Year 3	Year 4	Year 5
Leisure facilities	-	£25k	£25k	£25k	£25k
Sport Hub	-	£150k	£650k	£500k	-
Gisburn Forest	£100k	£375k	£375k	-	-
Lee Quarry and Cragg Quarry	-	£200k	£200k	£200k	-
Network improvements	£125k – £175k per km improved £60k per Toucan crossing £1k – £6k per km maintained				
Signage improvements	£125 – £200 per sign				
BMX facilities	-	£50k	£50k	-	-

The costs are indicative only, to develop more detailed costs, a feasibility study would need to be undertaken to identify the scale and scope of each proposal based on detailed discussions with partner organisations including the definition of project briefs to meet CPL outcomes.

### 5.3.3 *Product delivery costs*

In addition to the elements outlined above there are elements of the CPL proposal that cannot be costed at this early stage, as again detailed specifications will need to be developed, informed by partner discussions. These include:

- Shuttle bus services providing links to and from key public transport nodes and key destinations to improve accessibility
- The use of technology solutions to allow for year-round 'permanent' route based, cycle challenges
- Development and promotion via a CPL website
- Print based marketing campaign building upon existing initiatives.
- Development of a CPL App for Smart Phones.
- Design and production of CPL related merchandise.

## 5.4 Revenues

The various potential revenues associated with CPL can be categorised as:

- Income from the accreditation scheme;
- Sponsorship;
- Additional financial contributions from private companies; and
- Sale of CPL 'merchandise' and advertising.

### 5.4.1 *Accreditation scheme*

As part of assessing the potential revenues that could be achieved from the accreditation scheme, a review of potential membership across Pennine Lancashire was undertaken. Table 5-3 below highlights potential members and an assumption of the likely take-up in year 1.

Table 5-3

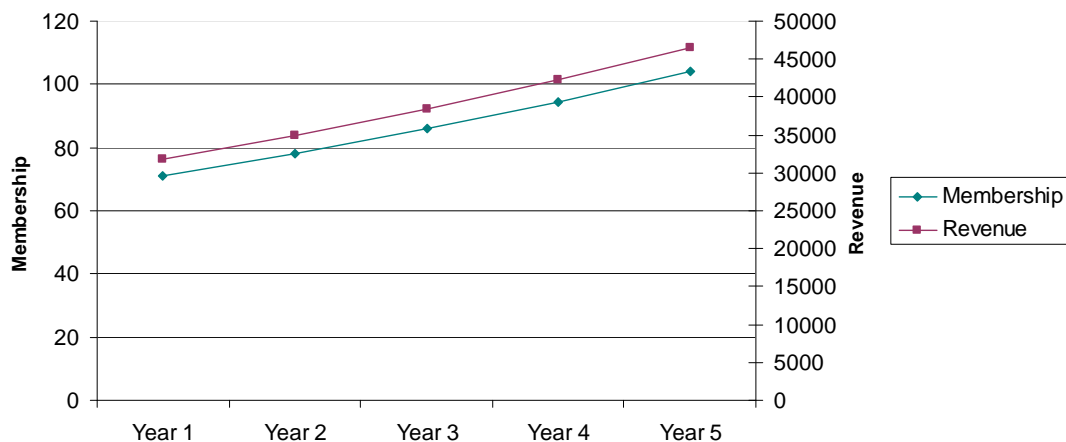
Potential Organisations	Assumed take-up (Year 1)		
	Gold	Silver	Bronze
7 Local Authorities	7		
3 Cycle-related businesses (SiS, Hope Technology and Carradice)	3		
3 Hospitals		3	
8 Health care centres;			8
19 'Welcome Walkers & Cyclists' approved Pubs and Restaurants;	2	4	6
8 'Welcome Walkers & Cyclists' approved hotels / B&Bs;	1	2	3
5 'Welcome Walkers & Cyclists' approved caravan / camp sites;		2	3
23 bike shops;		2	8

Potential Organisations	Assumed take-up (Year 1)		
	Gold	Silver	Bronze
19 cafes;		1	8
8 colleges		1	2
Wider businesses		2	3
<b>Total</b>	<b>13</b>	<b>17</b>	<b>41</b>

It is suggested that depending on an organisations size, income or existing contributions to cycling a multiplier be applied to the cost of becoming an accredited member.

For the purposes of this assessment assumed average costs per grade have been used as follows; £1,000 for Gold, £500 for Silver and £250 for Bronze. Based on these assumptions the total revenue that could be anticipated in year 1 is £31,750.

Assuming target growth of 10% accreditation membership year on year, the total revenue that could be anticipated over a 5 year period is £193,837 (this figure assumes no increase in average membership costs over the period).



In addition to organisation members, a CPL membership scheme would be available to users as well (as discussed in section 4.3.7). On this basis, an assessment of potential users has been developed as follows:

- 10% take-up across the 20 cycle clubs in Pennine Lancashire with an assumed average membership size of 40; and
- 2% take-up across the 68,205 Pennine Lancashire 'would be' cyclists identified in the CPL Baseline study.

Membership schemes can prove expensive in terms of administration, however, it is anticipated that the administration of the user scheme could be operated on the back of the full accreditation scheme with support provided in kind from partner

organisation. A review of other membership schemes in the UK has highlighted varying costs for annual membership:

- British Cycling - ranges from £13.50 to £64
- TfL Bike Hire - £45
- English Heritage - £44 (£33 for juniors)
- National Trust - £48.50 (£22 for juniors)
- Local cycling clubs - £15 upwards

Given that this membership focuses on local users it is considered more realistic to encourage users to join for a nominal fee and for the purposes of this assessment a £10 annual membership fee has been assumed.

Based on a membership fee of £10, potential 'user' revenues of £36,000 could be achieved in Year 1. Based on a 20% growth in cycle club membership each year (given additional support as part of CPL and a raising of profile across the area) and a 5% increase each year in take-up, in addition to a 2% increase each year in take-up amongst 'would be' cyclists a total of £198,850 could be anticipated over the entire 5 year period.

#### 5.4.2 *Sponsorship*

Many of the CPL proposals present sponsorship and advertising opportunities as part of the branding associated with future events, venues, routes, facilities, initiatives and the website. For instance, Barclays has a major sponsorship deal with Transport for London (TfL) for the Cycle Super Highways network and Bike Hire scheme, worth up to £25m over five years. There is a need for further work to explore the potential for major employers to sponsor elements of CPL particularly as part of wider health and employment initiatives.

#### 5.4.3 *Other Financial contributions*

As part of their Corporate Social Responsibility private companies could be encouraged to make a financial contribution or a donation towards a CPL 'funding and delivery pot' to assist with the development and implementation of the CPL offer. The linking of private companies to a 'community' based initiative such as CPL would help demonstrate community credentials for the company, help improve the health and well-being of workforces (through cycling to work and on business) and provides additional revenues to CPL itself. This will require further work to identify potential companies and other funding streams which could also be linked to mechanisms such as area-wide Travel Planning, s106 investments, Community Infrastructure Levy etc.

#### 5.4.4 *Sale of CPL 'merchandise' and advertising*

As the CPL Brand grows and the number of users expands there will be potential to raise revenues from CPL branded merchandise. For example the 2012 Olympics has a dedicated shop selling a huge array of merchandise ranging from £5 pin badges to

a wide range of sportswear costing in excess of £50. Whilst the 2012 Olympics may have a broader appeal there is likely to be potential to develop and market items such as maps, pins, jerseys, guide books and other cycling consumables. Through the CPL website and associated merchandise there may also be potential to generate income through advertising.

#### Case Study – Motiv8, Smarter Choices Norfolk

Working with Norfolk County Council, Highways Agency and East England Development Agency Mouchel helped develop a smarter choices initiative for the Riverside Quarter and Broadland Business Area which focuses on reducing car travel and encouraging active travel. Through wide spread engagement with over 100 businesses an integrated area wide travel strategy has been developed and agreed which has resulted in pledges of time and financial contributions being made to ensure that the strategy can be delivered.

## 5.5 Benefits

There are a range of benefits associated with the delivery of CPL which will help achieve a range of local, regional and national policy objectives including:

- Encouraging economic growth, regeneration, innovation and employment.
- Tackling issues related to social inclusion, inequality, housing provision, community cohesion, skills and education.
- Addressing issues of poor health, well-being, crime and safety.
- Stimulating tourism and culture opportunities.
- Achieving sporting success and increasing recreational activities.
- Reducing congestion, improving transport options for those without a car

Given that CPL is centred around the delivery vehicle acting as a catalyst for existing programmes and initiatives supplemented by some key localised investments, it is not possible to quantify the benefits with any level of certainty at this stage. It should be noted though that there will also be a number of additional key benefits associated with:

- **Sporting success** – the holistic approach to improving and enhancing the facilities at key venues including Gisburn Forest, Lee Quarry, Cragg Quarry and Witton Park will help provide the venues necessary for future success. Combined with a coordinated approach to events and youth cycling through inclusive clubs and a ‘Go-ride’ culture will help increase cycle sport and ensure a sporting legacy within Pennine Lancashire, whilst providing additional benefits to health.
- **Physical activity and health** – a greater take-up of cycling will have significant financial and non-financial benefits associated with reduced mortality rates and improved health and activity rates for residents and visitors. This will have a positive impact on the NHS especially given plans to

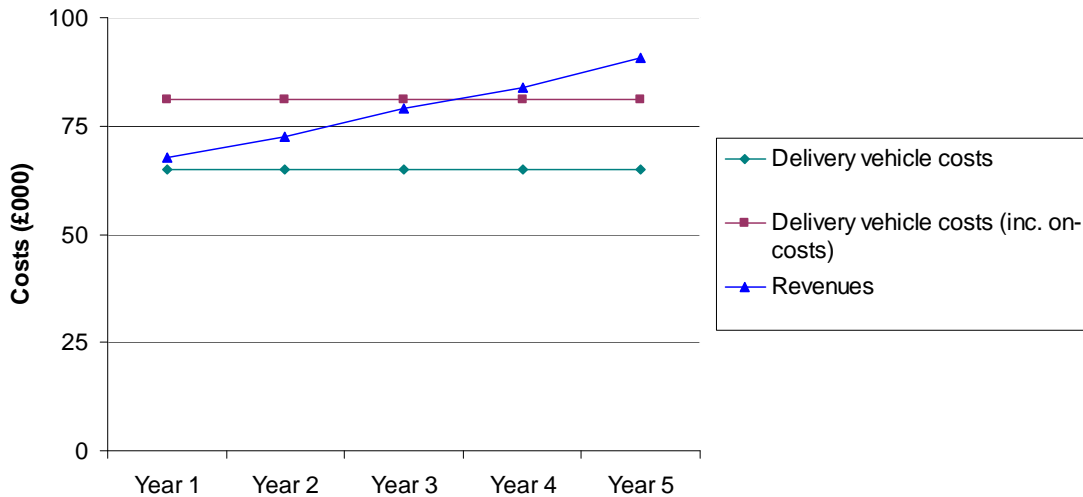
devolve local health budgets. Improved health and well being can also help reduce the impact of absenteeism on local economies.

- **Economy and Regeneration** – Pennine Lancashire will become a premier cycling destination in the UK and will attract visitor spend as well as encouraging inward investment and new business start-ups. Through the agglomeration of cycle-related industries and better links with education there is significant potential to share expertise in both the education and industrial sectors thus improving the area’s future skills base.
- **Tourism** – as a premier destination there will be significant benefits to the tourism industry, CPL will help integrate accommodation providers, pubs, cafes and restaurants as part of Pennine Lancashire’s wider offer. Through coordinated branding and marketing, the overall profile of the area will be raised and help position it within the North West and UK as a destination in its own right.
- **Community** – helping create a cycle culture including mass participation and high profile events will help build local pride and encourage community cohesion which will bring associated benefits in terms of social well being. Providing easy access to a bike and linking up gateways to cycling will also help improve connectivity and accessibility for all. The CPL concept firmly contributes to the vision for a “Big Society” and offer significant potential for companies to contribute to their Corporate Social Responsibility aspirations.
- **Carbon and environment** – whilst the CPL Proposal does not focus per-se on utility cycling, there will be an indirect benefit that will help encourage residents to cycle more often be it to work or for other short trips. By actively promoting the potential for sustainable access and car-free holidays there is potential for further environmental benefits and associated carbon savings along with a greater awareness of ‘green initiatives’.
- **Safety** – a more integrated approach to road safety policy and design in addition to improved facilities and an increased awareness of cycling in Pennine Lancashire is likely to help reduce accident rates helping improve actual and perceived safety.
- **Quality** – investment in the quality of the cycling environment through improved routes, better maintenance or better facilities helps enhance the overall user experience.

The CPL proposal outlined in this document identifies a model that can help achieve the vision for Pennine Lancashire as ***a premier cycling destination in the UK with a first class and inclusive network of people, facilities and support services.*** Further work is required beyond the scope of this Outline Business Case to fully understand the associated costs and benefits. As part of the more detailed CPL Business Plan various benefits should be fully assessed – for instance guidance within WebTAG 3.14.1 provides guidance on the appraisal of walking and cycling related schemes.

### 5.5.1 Summary

As can be seen in the graph below, the costs associated with running the CPL Delivery Vehicle, excluding on-costs, accommodation and capital scheme costs could be covered by the revenues from the accreditation scheme from year one. However, when on-costs (assumed at 25%) are included it is evident the costs are not covered by the revenues within the early years of the scheme.



Given the relatively small geographical area and low numbers of potential existing business in the area a potential option to make the accreditation model self funding would be expand the scope of the accreditation scheme to the rest of Lancashire. Whilst this would need an appropriate study work to be undertaken to establish a baseline from which to work, the success of Cycle Towns initiatives in Blackpool and Lancaster as well as a wider tourism offer would provide for a much larger base from which to develop.

This study has not considered wider application, but the approach has been designed to be scalable. It should be noted that it is not considered that the core CPL staff base would have to be expanded significantly to widen its coverage and could be achieved through one or two additional Deliver Officers, resource which would provide access to a great range of potential revenue streams and provide for a truly holistic offer across Lancashire.

### 5.6 Funding

Given the current constraints on public sector spending and issues of resilience in the private sector, funding opportunities may appear limited. However, there are a wide range of potential sources and CPL will need to consider non-financial investments in addition to monetary support.

#### 5.6.1 Private Sector

The franchise approach to facilities should be investigated to encourage investment in 'infrastructure' and the commercially-based operation venues. This has proved to

work in other regions for cycle facilities where facilities have been created to provide access to off-road facilities and trails.

Opportunities should be made with major employers in the Pennine Lancashire area and business with local vested interests to explore sponsorship opportunities for the CPL concept, Lee Quarry and Gisburn Forest offer significant potential. Given the present climate all 'models' should be explored from multiple funding streams to single sponsor options. Regularised streams of revenue funding (particularly in the early stages) will help pump-prime CPL.

#### 5.6.2 *Government funding*

There is potential to bid for funding as part of Local Transport Plan allocations. In addition to the funding allocated through the Integrated Transport and Highways Maintenance Blocks, the Local Sustainable Transport Fund has been set up, for which £560 million has been set aside in the four year period to 2014-15. Smaller scale infrastructure schemes that build on success and encourage partnership are likely to be favoured and CPL has potential to benefit from this with possible bids from Blackburn with Darwen Borough Council and Lancashire County Council.

#### 5.6.3 *Public Sector*

With public sector budgets under severe pressure, local authority partners should be encouraged to 'contribute in kind' to CPL. This could be through the provision of secretariat facilities, dedicated officer time for specific functions (on a days per month basis or on a task basis) to allow for the creation of a virtual team, building upon the vast skills, experience and knowledge available under the guidance of the CPL Board.

Where appropriate, local authorities should also be encouraged to co-ordinate their investment in cycle-related projects, both in terms of capital funded schemes and revenue supported programmes. Co-ordination of other public sector programmes would also be supportive to CPL including those in the education and health sectors.

#### 5.6.4 *Voluntary Sector*

The CPL delivery vehicle should work with local and regional voluntary groups to secure contributions in kind such as supporting events, officer time, training and advice. The involvement of local cycle clubs will be vital in terms of accessing grass roots opinion, expertise, enthusiasm as well as engaging riders in the CPL movement.

##### **Case Study – ReCycleBikes, Sheffield**

ReCycleBikes is run by the Heeley Development Trust in Sheffield. Last year, taking 381 unwanted or scrap bikes it created 224 refurbished bikes which were put back into the community. As well as refurbishing bikes, the project includes youth and adult training, a programme of rides, fleet supply and maintenance. All mechanics are Cytech certified and ride guides are CTC qualified.

## 5.7 Key Relationships

The CPL model is based on the development of strong relationships between CPL and a vast range of organisations in the public, private and voluntary sectors. The development of the Engagement Plan will be key to ensuring that these strong relationships are built and maintained. In the early stages of implementation, relationships between CPL and a number of organisations will be particularly important; these organisations include:

- Lancashire Sport Partnership;
- British Cycling;
- Lancashire County Council;
- Blackburn with Darwen Borough Council;
- District Councils; and
- Lancashire & Blackpool Tourism.

## 5.8 Assumptions

In developing the Business Case, a number of assumptions have been made including the following:

- Implementation will initially be based on the Lancashire Sport Partnership 'hosting' the CPL team; this arrangement is believed appropriate given that the CSP has at least some funding confirmed to 2014, is well linked into the Lancashire economic and sporting infrastructure, and has the ability to link into partner organisations for the required developmental support
- Secretariat and administrative support will be identified and provided by partner organisations
- Office accommodation will be provided by one of the partner organisations.

## 5.9 Programme

The outline programme for delivery is presented in Appendix B.

## 5.10 Summary

This Outline Business Case provides a commentary on some of the key costs and benefits for the proposal and although the initial operational costs may not be met, the unquantified wider benefits may substantially outweigh the costs in the long term.

A primary issue related to generating benefits is concerned with the CPL proposal being a package of disparate individual measures. Alone, these measures vary from 'hard' schemes requiring significant capital investment to 'soft' marketing and championing work, which only require the investment of staff time. The benefits accrued from such a range of measures will vary greatly, both in scale and timing, and the greatest benefits may not accrue from the measure requiring the largest investment. The overall role of CPL is to bring all these disparate measures together and to generate benefits from the greater package, rather than individual measures alone.

## 6 Branding Strategy

### 6.1 Introduction

In order to make Cycle Pennine Lancashire effective in terms of local, regional and national profile it is imperative that it has a strong and easily understood identity. The application of its identity needs to be consistent in approach, unambiguous in its message and complimentary to existing programmes.

With this in mind we suggest that the following elements comprise the overall strategy;

- CPL Brand messages – a distillation of the vision, concept and objectives to provide an overall ‘framework’ for marketing collateral and the messages therein
- CPL Logo – adoption of an appropriate logo for the ‘movement’
- CPL Design Guide – a design guide to provide the brand governance necessary for the consistent application of logos, the presentation of key messages

The linkage between the Cycle Pennine Lancashire brand and existing initiatives will need careful consideration to ensure that synergies can be exploited but in such a way as to not confuse businesses or users.

The CPL brand is intended to be a ‘wrapper’ within which existing programmes and initiatives can be bundled to strengthen the overall ‘offer’. It is not intended that the CPL brand replaces any existing brands but sits alongside to denote membership of the CPL ‘movement’ and the consistency and ‘network’ benefits therein.

### 6.2 CPL Brand messages

As stated in Section 3, Cycle Pennine Lancashire has a Vision, Concept and Objectives associated with the overall ‘movement’ and the ‘offer’ elements within that. The consistency of this complex set of messages needs careful consideration to ensure that it is not diluted over time, but needs presenting in a suitably concise way.

- 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”
- Concept – a high quality, area wide proposal of both ‘soft’ (information, services & support) and ‘hard’ (venues & facilities) products that meets a number of primary objectives.
- Vision Objectives – Integrated, Accessible, Exciting, Engaging, Inclusive, Shared, Green, Sustainable and Vital

These key messages will be included in the Design Guide to ensure consistent application.

### 6.3 CPL Logo

In order to raise profile of the Cycle Pennine Lancashire 'movement' it is suggested that an easy to understand logo – that can be used in printed materials, websites, at accredited facilities and venues, and in promotional materials – is adopted.

The logo could be developed in-house to utilise and build on the skills of the current workforce, alternatively, local colleges could be engaged to provide potential logo options. Any logo will need to fulfil the criteria of being clear and concise, able to be scaled from print and web to banner size and be recognisable within the myriad of logos in today's society.

The application of the logo will be a constituent part of the Design Guide.

### 6.4 CPL Design Guide

It is recommended that a design guide is developed to cover the following areas:

- CPL Brand – values and protection
- Logo – application, sub brands, colour schemes
- Brand application – print, web, other media
- Editorial style – consistency of messages
- Contacts – key contacts for brand queries

The Design Guide need not be a large document but formally recording the brand and its application, and then reviewing this on a periodic basis will help reinforce its presence and provide for consistency in roll-out and application.

### 6.5 Linkages to Existing Initiatives

It will be imperative that the CPL Brand integrates with existing initiatives and does not confuse or dilute existing programmes. As stated above the CPL Brand is intended to act as a 'wrapper' for all cycling activity in Pennine Lancashire and not a replacement for established brands, many of which may have been used in the broad cycling arena.

When printed materials come up for renewal or website refreshes are undertaken the opportunity should be taken to incorporate CPL key messages and logos to help spread the holistic nature of the 'movement'.

Through an integrated approach to common branding and marketing the key messages for CPL can be disseminated to audiences wider than any of the constituent elements alone. It is this strength of a unified cycling offer that is CPL's strength and should be capitalised upon.

#### **Case Study – Four Seasons Fred Whitton Challenge, Lake District**

The organisers of the annual Fred Whitton Challenge have teamed up with GoLakes and the Lake District National Park to launch a timed self-led challenge called the Four Seasons Fred Whitton that can be done at any time of the year. A timing system has been produced by SPORTident and has been in operation since August 2009, riders are loaned a timing card (free of charge) which must be returned - once complete times are uploaded and a personalised certificate can be downloaded.

### **6.6 Developing a presence for Cycle Pennine Lancashire**

In order to develop CPL quickly, but in an efficient and effective way the following elements (as detailed in the 'offer' in Appendix A) are developed and implemented.

- Online – an integrated online portal for cycling in Pennine Lancashire utilising existing hosting and we design facilities from partner organisations
- In print – as discussed above the inclusion of CPL branding and messages within existing cycling related material supplemented by a limited number of higher level documents
- Social Networking – establishment of CPL social networking portals to provide quick and effective dissemination of information at a grass roots level
- Mobile media – in time and in partnership, develop mobile solutions for the provision of website content on portable devices
- The 'CPL' Club – establishment of a 'CPL club' to provide a focus for participants and their achievements.

### **6.7 In Summary**

The strength of the CPL 'movement' will be in the widespread and consistent application of the brand and its constituent messages – this acting as the catalyst to derive significantly more benefits from existing cycling activity, coupled with the new 'offer' elements

## 7 Monitoring and Evaluation Strategy

### 7.1 Introduction

A robust Monitoring and Evaluation Strategy will be vital to track the implementation and progress of CPL. The ongoing performance of the proposal, once in operation, will need to be tracked to enable the Board and stakeholders to assess progress towards achieving the overall CPL Vision and whether the objectives are being fulfilled. Key to this process will be assessing value for money and the overall benefits from investment (both financial and non-financial) made.

The Monitoring and Evaluation Strategy has three distinct elements:

- Indicators;
- Baseline;
- Monitoring and Reporting.

### 7.2 Indicators

The indicators provide the primary mechanism for assessing the progress of CPL toward achieving its vision and objectives.

Draft indicators have been identified for two distinct purposes, firstly to assess the level of activity of CPL itself and the level of buy-in from stakeholders, business and the wider community, and secondly to assess the impact of this activity. It is important to differentiate between what CPL does and what it achieves, as the former will reflect the output of 'investment' in CPL, while the latter will reveal the outcome of that 'investment'.

The draft indicators below not only reflect the different policy priorities that CPL will support in Pennine Lancashire but also the specific CPL Objectives.

#### 7.2.1 CPL Output Indicators

The following draft output indicators have been identified to reflect the level of activity by the CPL delivery vehicle, the number of people and organisations participating in delivery, the visibility of CPL and how CPL is resourced:

- Number of Delivery Forum members;
- Number of accredited organisations;
- Number of user members of CPL;
- Number of CPL user member benefit transactions;
- Number of column inches in newspapers, magazines, etc;
- Number of CPL unique website hits;
- Percentage of people who recognise the CPL Brand; and
- Ratio of financial and non-financial investment.

### 7.2.2 CPL Outcome Indicators

The following draft outcome indicators have been identified to reveal progress towards achieving policy outcomes for Pennine Lancashire.

Outcome	Indicator
Delivering sporting success	<ul style="list-style-type: none"> <li>Elite and club results</li> </ul>
Increasing physical activity and health	<ul style="list-style-type: none"> <li>Number of club members</li> <li>Number of event participants</li> <li>Go-Ride Clubs and members</li> </ul>
Encouraging tourism	<ul style="list-style-type: none"> <li>Number of cycle-related visitor nights</li> </ul>
Sustaining economic growth	<ul style="list-style-type: none"> <li>Annual turnover of cycle-related business in Pennine Lancashire</li> </ul>
Creating opportunities for regeneration and employment	<ul style="list-style-type: none"> <li>Number of people employed in cycle-related jobs</li> </ul>
Enhancing community cohesion	<ul style="list-style-type: none"> <li>Percentage of ethnic minority event participation and club membership</li> </ul>
Protecting the environment	<ul style="list-style-type: none"> <li>Percentage of people who travel to a cycle activity by non-car modes of transport</li> <li>Number of cyclists seen during a ten-minute car journey</li> </ul>

### 7.3 Baseline

One of the first tasks of the delivery vehicle, as part of the process of developing the business plan, will be to establish a baseline for the above indicators. The information to support the output indicators will require CPL to be operational but information should be available before that time for the outcome indicators. Baseline information will be gathered from using surveys, event participation data, local statistics and operational information from the delivery vehicle.

Where appropriate, the baseline will enable targets to be set for each indicator. These, along with the baseline as a whole, and any additional indicators identified will need to be signed off by the CPL Board. The baseline, as well as the monitoring, will largely rely on existing datasets available from stakeholder organisations, therefore, CPL's role will largely be to collate data rather than collect new information. However, a limited number of datasets may need to be collected via surveys of the public (e.g. web-based surveys).

### 7.4 Monitoring and Reporting

The gathering of information to support the monitoring of the indicators will need to be an ongoing process and require assistance from stakeholders. Overall, progress towards achieving the Vision and wider policy objectives will be reported on an annual basis using information gathered throughout the preceding year. An annual report will be produced and signed off by the CPL Board.

## 8 Risks

### 8.1 Risk Register

The following table sets out an initial set of risks in the implementation of CPL covering financial, delivery, public, political and other risks.

Risk description	Potential Mitigation Strategies
<b>Financial</b>	
Lack of interest from potential private sector funding partners	CPL needs to develop a strong and persuasive case for private sector involvement and, where appropriate, investment. The wider benefits in terms of social cohesion, economic vitality and the health and well-being of the population should be presented as part of the cycle-based 'story'
Lack of funding for 'hard' infrastructure	Funding should be focussed on the most beneficial infrastructure improvements and alternative sources of funding identified. Whilst this will be challenging options should be examined for a partnership approach to realise a 'jigsaw' solution.
Funding partners withdraw	CPL is more than the sum of its parts and therefore different partners will need to take a lead, not necessarily driven by funding. It should also be recognised that CPL has the potential to draw in further partners from the wider Pennine Lancashire business community.
Removal or loss of existing cycling events and infrastructure	CPL will need to identify alternative sources of funding and resourcing for events and infrastructure to provide support to event organisers and infrastructure delivery organisations. The use non-financial resources may be key to delivering such outputs.
<b>Delivery</b>	
Staff time required exceeds plan	CPL will need to develop its own 'Big Society' approach and particularly the concept of the CPL volunteer undertaking tasks that contribute to the wider aims and aspirations of the project. The CPL delivery vehicle will undertake core activities but can provide the direction necessary for partner organisations, the private sector, voluntary groups and clubs to contribute in a meaningful way.
Champions cannot be identified or withdraw	Again taking the 'Big Society' approach it may be that champions are identified from a variety of sectors to fulfil the aims and aspirations of CPL. It is recognised that individuals move on and priorities change, but given the potential breadth of CPL and the fact that it can engage with many aspects of society there should be numerous potential individuals available.
<b>Public</b>	
Lack of 'buy-in' from public	Engaging with the public wont happen overnight. Through early engagement with the cycling community and those already involved in the industry and the establishment and dissemination of key messages the foundations can be established quickly. From there it will require co-ordination of efforts from all parties to embed and reinforce the CPL concept within all cycling and related initiatives.
<b>Political</b>	
Lack of member support from local authorities	Given the financial climate CPL provides a unique opportunity for a contributory, community based initiative that could deliver real benefits building upon the skills, experience and available resources of all parties involved. Rather than being a capital intensive programme CPL aims to utilise available funds and provides a real opportunity for political and social cohesion behind a high profile, green and healthy initiative. CPL should be presented in a holistic manner.

Lack of 'buy-in' from key stakeholders	The role of stakeholders is important to the success of CPL. By demonstrating wider social, health and corporate benefits to the private sector they can be encouraged to participate in a way to meet their own objectives. By building upon existing public and voluntary sector initiatives, CPL will seek to make more than the sum of the parts and provide a vehicle for greater and wider success rather than individual local programmes. CPL also provides the vehicle for knowledge sharing between all sectors thus spreading load and minimising risk.
Other	
Offer in surrounding regions/sub-regions improves and competes strongly with CPL	It is recognised that a number of competing projects; initiatives and schemes exist across Lancashire and the North West. As has been detailed in this document, options existing to develop the thinking to a wider area to capitalise on all available resources to develop a cohesive offer across Lancashire. As a minimum, and through existing forums, the CPL concept should be widely explained so that the collaborative approach can help eliminate potential conflicts and maximise opportunity.

## 9 Next steps

### 9.1 The Way Ahead

The previous sections and the stratified offer (Appendix A) set out a significant range of actions for the delivery vehicle over the first year of CPL operation. However, the initial steps for implementation will need to be concerned with setting up the governance structure and launching the delivery vehicle itself.

The recommendations and next steps for implementation are therefore as follows:

- Client team to present and agree the Outline Business Case with the Lancashire Sport Partnership Board
- Establish the CPL Board and hold the first meeting
  - CPL Board to agree and sign off the preferred delivery vehicle structure and governance
  - Agree governance structure
  - Identify potential funding mechanisms
- Appoint delivery vehicle staff to role (allowing for agreed mechanisms for filling posts such as secondment)
- Development of detailed Business Plan (by Delivery Vehicle staff)
- CPL Board sign off Business Plan
- “Soft Launch” to partner organisations to embed CPL thinking
- Develop initial elements of Business Plan to prime CPL for launch
  - Engagement Plan
  - Accreditation System
  - Branding and marketing
  - Develop the Monitoring and Evaluation Strategy further and establish initial baseline
  - Identify and ‘recruit’ Champions
- Launch CPL

## Appendix A – Detailed Stratified Offer

Support			
Governance – how Cycle Pennine Lancashire will be operated and managed			
Function – the governance mechanisms			
Constitution and Execution			
			<p>CPL will be delivered through an appropriate Delivery Vehicle ('Cycle Pennine Lancashire') reporting to the CPL Board. The Delivery Vehicle will reflect the growing 'Big Society' movement and provide a not-for-profit solution for implementation. The CPL Board will comprise public and private sector membership and is responsible for:</p> <ul style="list-style-type: none"> <li>• Overseeing the CPL accreditation scheme</li> <li>• Ownership of the CPL brand, its administration and application</li> <li>• Ownership of the CPL concept and constituent elements</li> <li>• Overseeing of the CPL forums including definition and monitoring of scope and</li> </ul> <p>The CPL Board will direct the implementation of the CPL Delivery Vehicle through the agreed vision, concept and objectives: <b>Integrated, Accessible, Exciting, Engaging, Inclusive, Shared, Green, Sustainable, Vital.</b></p> <p>For a number of reasons, including ongoing funding and its role to facilitate delivery of sport/physical activity in partnership, it is suggested that initially CPL is aligned to the Lancashire Sport Partnership. In the current funding context it is more likely to be politically acceptable (and therefore supportable), for CPL to be aligned with an existing organisation and resources, even if existing resources are used through CPL in a different way and impartially. The current review of the Adrenaline Gateway Project may offer a real opportunity for an integrated way forward.</p> <p>The CPL Delivery Vehicle needs to focus on delivering a wide range of cycling</p>

			<p>opportunities through improved infrastructure, joined up working, and specific venues; to do this effectively it needs to be objective, understand cycling, but also what cycling can contribute to the wider agenda, and critically be credible because it delivers'</p> <p>A primary task for the Delivery Vehicle will be the development of a Detailed Business Plan for launching and sustaining CPL. The Detailed Business Plan would be consulted on with the wide stakeholder group and then approved and signed off by the CPL Board.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Day to Day operation</b>
			<p>The CPL Delivery Vehicle will be launched with two staff; the CPL Manager and support member of staff. The CPL Manager will have overall responsibility for the delivery of CPL, its launch, liaison with the Board, directing development and implementation – this person will be the overall day-to-day champion for CPL.</p> <p>Support will be needed from Lancashire Sport Partnership including in the form of accommodation and secretariat and additional support may be needed from stakeholder partners in terms of contributions in kind, access to services and staff.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Monitoring</b>
			<p>The monitoring process will be set out in the Monitoring and Evaluation Strategy (part of the Detailed Business Case). The Strategy will set out a number of initial indicators through which progress and success will be measured and reported. An initial baseline of these indicators will be developed as one of the first tasks of the CPL Delivery Vehicle and agreed with the CPL Board.</p> <p>The indicators will be monitored on an annual basis and reported to the CPL Board.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p>

			<b>Partners:</b> CPL Delivery Vehicle, CPL Board
		<b>Form – rolling out CPL to stakeholders</b>	
		<b>General</b>	
			<p>The CPL Delivery Vehicle and Board will form the hub of a ‘hub and spoke’ network of stakeholders and members.</p> <p>Spreading out from this hub will be a number of themed spokes concentrating on generating partnership in the delivery of CPL in specific areas of provision; these spokes will be focussed on the themes of <b>hospitality, events, clubs, business, community and public sector</b>.</p> <p>Under each themed spoke, relevant organisations will provide representation to delivery forums to increase co-operation, spread best practice and feedback to the CPL Delivery Vehicle, board and partnership group. The delivery forums will focus on delivering improved support to sport and leisure cycling across their themed areas.</p> <p>Each spoke will develop its own aims and objectives within the overall context.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
		<b>Hospitality</b>	
			<p>The Hospitality spoke will be the focus for improving cycle provision by hotels, hostels, self-caterers, B&amp;Bs, cafes, pubs and restaurants. The spoke will be set up to improve the provision for sport and leisure cyclists both by accredited and non-accredited venues.</p> <p><b><i>The hospitality spoke will work towards improving co-operation and generating a network of cycle-friendly hospitality venues that encourage cycling in Pennine Lancashire and generate additional economic activity.</i></b></p> <p>The hospitality spoke will be chaired by a nominated Business Champion with day-to-day support from the CPL Delivery Vehicle.</p>

			<p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<p><b>Events</b></p>
			<p>The Events spoke will focus on bringing together event organisers across Pennine Lancashire, and in surrounding areas, to generate closer co-operation and greater integration of events across the area.</p> <p><b><i>The events spoke will work towards developing a larger and wider offer of inter-linked cycle events in Pennine Lancashire providing opportunities for cyclists of all abilities and interests.</i></b></p> <p>The events spoke will be chaired by the Sporting Champion with day-to-day support from the CPL Delivery Vehicle.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, British Cycling</p>
			<p><b>Clubs</b></p>
			<p>The Clubs spoke will provide an integrating function for cycle clubs in Pennine Lancashire and provide opportunities for greater partnership and sharing of knowledge, expertise and value.</p> <p><b><i>The clubs spoke will work towards increasing co-operation and understanding between cycle clubs in Pennine Lancashire with the aim of improving visibility, provision, participation and inclusiveness.</i></b></p> <p>The clubs spoke will be chaired by the Sporting Champion with day-to-day support from the CPL Delivery Vehicle.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, British Cycling</p>
			<p><b>Business</b></p>

			<p>The Business spoke will provide a focus for both cycle and non-cycle businesses to identify and take advantage of opportunities related to cycling and to expand the interest of businesses in cycling. The spoke will include cycle-related businesses including manufacturers and retailers but also businesses from other sectors who may want to invest in cycle-related enterprises.</p> <p><b><i>The business spoke will work towards expanding the cycle-related economy in Pennine Lancashire.</i></b></p> <p>The business spoke will be chaired by the Business Champion with day-to-day support from the CPL Delivery Vehicle.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Community</b>
			<p>The Community spoke will include local social enterprises, community and voluntary organisations with a direct interest in cycling and/or who may take part in cycle-related activities.</p> <p><b><i>The community spoke will work towards increasing cycle participation within local communities through encouraging community and voluntary groups to make cycle part of their core activity.</i></b></p> <p>The community spoke will be chaired by the Political Champion with day-to-day support from the CPL Delivery Vehicle.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Public Sector</b>
			<p>The Public sector spoke will include local authorities, health organisations, schools, police and other public sector organisations.</p> <p><b><i>The public sector spoke will work towards the inclusion of sport and leisure</i></b></p>

			<p><b><i>cycling as part of day-to-day operations and providing support to CPL through stronger policy and provision.</i></b></p> <p>The public sector spoke will be chaired by the Political Champion with day-to-day support from the CPL Delivery Vehicle.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
	<p><b>Accreditation – encouraging engagement, support and excellence in cycling within Pennine Lancashire</b></p>		
	<p><b>CPL Accreditation – a means of engagement, promotion and continual improvement</b></p>		
	<p><b>General</b></p>		
			<p><b>CPL Accreditation Scheme:</b> An accreditation scheme set up to promote best practice in cycle provision across the Pennine Lancashire area, but designed in such a way that it could be scalable. The scheme would concentrate on best practice within the defined themed areas: <b>Business, Clubs, Events, Hospitality, Public Sector and Community.</b></p> <p>The scheme would be based on <b>Gold, Silver and Bronze</b> accreditation levels with requirements and fee increasing to progress from the Bronze level to Silver to Gold. Assessments would be based on pre determined requirements for each accreditation level classified within the CPL Concept Objectives: <b>Integrated, Accessible, Exciting, Engaging, Inclusive, Shared, Green, Sustainable and Vital</b> 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 in turn delivering increased benefits from users recognising their improved status and relative attraction.</p> <p>Detailed accreditation requirements will be developed for each themed area and associated sub-groups and take account of potential synergies with other initiatives (such as Taste Lancashire for example). Accreditation would be focussed on provision and support throughout CPL area and providing benefits to those who receive accreditation. The system must provide benefits to the individual organisations, those</p>

			<p>that use the facilities (cyclists and non-cyclists) as well as CPL as a whole.</p> <p>The accreditation scheme will be scalable from sub-regional level to Lancashire as a whole, the north-west and nationwide.</p> <p>It should be noted that it will take time for take up and this will be dependent in part to the adoption of the approach by partner organisation and integration of the principles within existing programmes and any other existing (or similar) accreditation schemes.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Gold – Shaper and Influencer</b>
			<p>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.</p> <p>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).</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Silver – Aspiring Contributor</b>
			<p>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.</p> <p>Silver accreditation would require a moderate financial contribution – covering administration costs plus support to wider CPL “movement”.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p>

			<b>Partners:</b> CPL Delivery Vehicle, CPL Board
			<b>Bronze – Basic Entry Level</b>
			<p>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.</p> <p>Bronze accreditation would require the lowest financial contribution based on covering costs of administration.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
		<b>Users Benefits – providing benefits to users through accredited organisations</b>	
			<b>General</b>
			<p>Users of CPL accredited services and facilities will be rewarded through a range of tailored benefits.</p> <p>Becoming a ‘member’ of the CPL ‘movement’ will enable users to access specific cycle and non-cycle related benefits. For example, members could receive discounts in cycle shops or for accommodation or preferential treatment with advanced event information and access to bookings. Membership of CPL could also include membership of British Cycling.</p> <p>The loyalty scheme principle is well established and is currently used in many locations from specific retail outlets to individual towns and is easily transferable to the CPL movement.</p> <p>It should be recognised that take up will develop over time and is dependent upon developing a ‘buzz’ around the concept.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>

<b>Communication – keeping stakeholders, partners and users engaged and informed</b>		
<b>Internal – communication with CPL</b>		
<b>CPL Core</b>		
		<p>Communication for the core of CPL will be through the CPL Board. The Board will not only govern the CPL Delivery Vehicle but provide overall steering of the CPL 'project'. Particular focus will be on agreeing and monitoring the original Detailed Business Plan and subsequent updates.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
<b>CPL Stakeholders</b>		
		<p>The CPL Board will be supplemented by a CPL Partnership Group which will include leading members of the six themed spokes.</p> <p>The CPL Partnership Group will focus on issues that span the six themed areas and provide guidance to the Board and CPL Delivery Vehicle. The partnership group will be consulted on the Business Plan and key outputs from the CPL Delivery Vehicle (e.g. the criteria for accreditation).</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
<b>External – part of the system</b>		
<b>Suppliers, users and press</b>		
		<p>It will be important to put in place the right processes and including an appropriate CPL Design Guide so that the CPL "movement" can build upon existing marketing initiatives and collateral as well as disseminate information effectively and consistency through existing portals.</p> <p>The CPL Design Guide will govern the application of the CPL brand across all media to</p>

			<p>ensure consistency of message, this will include use of the CPL logo and key messages within any new printed matter, new media &amp; websites and other marketing initiatives.</p> <p>It is suggested that the skills, experience and capacity of CPL partners are used with regards to external marcoms to avoid duplication, confusion of messages and to ensure best value.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
	<b>Marketing / Branding – disseminating CPL messages</b>		
		<b>Image – maintaining the ‘look and feel’ of the CPL offer</b>	
		<b>Design</b>	
			<p>Sign-off and launch of the CPL ‘image’ and associated messages including the specification of the design guide.</p> <p><b>Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
		<b>Place / Profile – linkages to other initiatives</b>	
		<b>Profile</b>	
			<p>Develop rationale for utilising opportunities to jointly market CPL through other local place/profile marketing activity using links to partner organisations (e.g. county and district councils).</p> <p>Use accredited members to enhance profile of CPL through marketing at locations throughout the area and on member marketing materials.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Champions, Stakeholders, Accredited members.</p>

Marketing – achieving consistent profile raising		
		Online
		<p><b>Launch CPL website:</b> website promoting CPL for users and stakeholders including information on the accreditation scheme (for businesses), accredited facilities (for users) and services and how to get involved. Initially focused on CPL, the website should include information from the wider Lancashire area to ensure integration with wider initiatives.</p> <p>Recognising that existing portals exist, it is suggested that the CPL website should be designed and hosted by one the partner organisations (e.g. LCC, LSP, etc) to minimise additional cost and to maximise synergies with existing initiatives. Existing relationships within the cycling community should be mapped to ensure that all appropriate cross linkages are included within the website. Similarly downloadable versions of all existing materials should be provided which (as discussed elsewhere) over time will be harmonised to include CPL key messages and branding.</p> <p>Whilst CPL would have its own unique URL (web address) in reality it will reside within an existing hosted service. Its core messages and design need to be consistent with the design guide principles and make clear links to all partner organisations. It is also suggest that the interface should be easy to navigate using engaging, graphical and map based access tools.</p> <p>Consideration should be given for commercial advertising the website to offset any running costs.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board and partner organisations</p>
		<p><b>Achievement database:</b> as part of the website provide it is suggested that on-line tools are provided for users to log their journeys linked to accredited membership (e.g. accommodation, cafes, pubs) to provide users with a record and accredited businesses with real-time statistics.</p> <p>In common with other loyalty schemes once a certain achievement level is completed,</p>

			<p>the user receives an award which could be in the form of certification, benefits in terms of further discounts or access to 'VIP' cycle related services.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board and partner organisations, accredited members</p>
			<p><b>Social networking</b></p>
			<p><b>Develop CPL Social Network presence:</b> Social networking allows for the creation of 'virtual' brands in a quick and effective manner. CPL should establish its own 'Twitter' and 'Facebook' presence with active management to promote the concept and quickly link existing cycling initiatives across PL.</p> <p>Through some careful collaboration an online following can be quickly established which will draw the 'agents of change' needed to facilitate sustained growth. In order to provide a cohesive message and regular inputs from all partner organisations will need to be fed through the Social Network channels to capitalise on cycling activity right across the area.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle</p>
			<p><b>Mobile</b></p>
			<p><b>Launch CPL App:</b> It is suggested that in time a smartphone 'App' application is developed to provide a handheld version of the CPL website to allow access 'on the road or trail'. Providing similar functionality to the website (information, mapping, accreditation, achievement) the app would provide cyclists with the certainty they need to access to facilities, rides, goods and services whilst enjoying CPL. It is suggested that appropriate funding (perhaps via sponsorship) for the development, approval and launch of the app and to perhaps to use local University computing and data expertise.</p> <p><b>Plan &amp; Deliver:</b> Year 2</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>

			<b>Print</b>
			<p><b>Provide consistent printed information:</b> There is a wealth of existing cycling related literature across Lancashire. It is suggested that as publications come up for review and/or reprint that they should be reviewed to ensure that CPL messages are included, the website is referred to and that CPL branding and logos are included.</p> <p>It is not suggested that CPL develops it's own suite of printed materials beyond some high level umbrella materials associated with the aims, objectives and principles behind CPL and documentation specifically developed for the accreditation scheme and the user side of the proposal.</p> <p>It is important that any material (new or revised) is developed in a consistent manner with key CPL and partner messages, clear and concise information and direction to the online CPL portal.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, other tourism agencies</p>
			<b>'CPL Club' and merchandise</b>
			<p><b>Develop and introduce the CPL Club:</b> It is suggested that to foster wider take and engagement with CPL and its brand that users (through the achievement and loyalty principles) have access to a range of CPL merchandise including achievement pins, jerseys, bidons and other cycling consumables. In time printed materials such as a 'Rides and Climbs of Pennine Lancashire' guide book or similarly 'Trails of Pennine Lancashire' provide the impetus for riders to 'bag' climbs, trails and routes.</p> <p><b>Plan:</b> Year 1 &amp; 2</p> <p><b>Deliver:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>

People			
	Champion(s) – high profile individuals who will help bring CPL to life		
		<i>Profile – establish ‘champions’ to help grow CPL organically through existing sporting, business and political networks</i>	
			<b>‘Sporting’ Champion</b>
			<b>Identify a ‘sporting’ champion for CPL – to promote the area’s potential for ‘sporting’</b>

			<p>participation and success. Needs to be someone well known in the area, preferably involved with cycle sport and prepared to commit to CPL and be highly visible. They or a representative will be responsible for chairing the Events and Clubs spokes</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>'Business' Champion</b>
			<p><b>Identify well respected private sector champion</b> – to promote the CPL opportunity to the business community, to network and open doors at a local, regional and national level and raise the profile of CPL. Champion to come ideally from one of the existing larger cycling related businesses. They or a representative will be responsible for chairing the Hospitality and Business spokes.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>'Political' Champion</b>
			<p><b>Identify political champion</b> – to represent the region and resolve political challenges in relation to the establishment and momentum behind CPL. To also act as a political 'litmus test' to help provide for consistent policies across CPL (and wider) to help CPL succeed in a sustained manner. They should facilitate a joined up approach so that CPL can be seen to contribute to a number of priority agendas. They or a representative will be responsible for chairing the Community and Public Sector spokes. Given the fact that PL covers County, Unitary and District areas, selection of an appropriate 'champion' will need careful consideration.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>'Voluntary' Champion</b>
			<p><b>Identify well respected voluntary sector champion</b> – to promote the CPL opportunity</p>

			<p>within the local voluntary sector to build and embed CPL with the thinking around the 'big society'. They or a representative will provide inputs to the spokes within the CPL model.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
		<p><i>Image – embed CPL through the day to day activities of the 'champions' thus raising the profile of CPL and PL as a whole</i></p>	
		<p><b>'Flying the Flag' for CPL</b></p>	
			<p>Sporting, Business and Political champions must be prepared to <b>'fly the flag' for CPL</b>, to comment in the press as appropriate and make themselves available as required. This provides the opportunity to raise their own profiles and be involved with a major initiative that fits with the 'Big Society' agenda. Will be critical to demonstrate why the champions are involved to convince others about the potential for CPL</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
	<p><b>Stakeholders – key shapers and influencers who will help bring CPL to life</b></p>		
		<p><i>Drivers &amp; Influencers – identify those who can help disseminate CPL thinking to foster success</i></p>	
		<p><b>Private sector</b></p>	
			<p><b>Identification of key private sector stakeholders</b> – identify key private sector stakeholders who will have a vested interest in the success of CPL, such as big business and event organisers. These stakeholders will help spread the CPL message into the private sector as well as participating in the delivery forums (see below) set up to share knowledge, facilitate implementation and foster collaboration. Further opportunities may exist for sponsorship (see below).</p> <p><b>Plan &amp; Deliver:</b> Year 1</p>

			<b>Partners:</b> CPL Delivery Vehicle, CPL Board
			<b>Public</b>
			<p><b>Identification of public sector stakeholders</b> – As above but for key public sector interested parties from across the spectrum of Health, Environment, Tourism, Education and Transport – including cycling development officers.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Voluntary</b>
			<p><b>Identification of voluntary sector stakeholders</b> – As above but for the voluntary sector including existing service providers in the realms of cycling, health and tourism.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Stakeholder Delivery Forums</b>
			<p><b>Establishment of Stakeholder Delivery Forums</b> – Stakeholder delivery forums will take the CPL concept and offer and establish delivery mechanisms to deliver the various elements through collaborative working, identification of innovative funding solutions and through the use of the most applicable skills.</p> <p>The Forums will have specific deliverables established through the CPL board which will be monitored to ensure that the overall strategy is delivered in a joined up manner. It is strongly suggested that members all ‘sign up’ to the CPL working ethos of cooperation, collectivism and innovation as a means of embedding a ‘can do’ culture.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Users – identify key groups of users who can help generate a ‘buzz’ around CPL at the grass roots level</b>

			<b>Competitive Residents</b>
			<p><b>Engage with local clubs:</b> All local cycling clubs should be invited to become accredited under the CPL programme so that the CPL culture becomes quickly embedded across the sub-region. Clubs should be encouraged to ‘think CPL’ with collaboration for the benefit of their own clubs and the greater CPL concept.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board (data via British Cycling)</p>
			<b>Leisure Residents</b>
			<p><b>Engage with local groups:</b> Existing non-competitive cycling and non-cycling activity groups should be brought into the CPL fold to help disseminate the key messages of ‘a healthy lifestyle on your doorstep’ becoming ambassadors of the CPL ethos. Through local groups, sporting venues, gyms etc. the CPL message can be disseminated quickly and regularly.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board and constituent Local Authorities</p>
			<b>Utility Residents</b>
			<p><b>Engage with major employers:</b> In order to capitalise on existing utility cyclists within PL major employers should be encouraged to engage with CPL via the existing travel plan (and other consultation) processes in place within each Local Authority. Through the dissemination of a consistent CPL message the process of engaging with as many users as possible can take place via multiple points of engagement.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board and constituent Local Authorities</p>
			<b>Competitive Non-residents</b>
			<b>Engage with local representatives of cycling bodies:</b> Through regional

			<p>representatives in British Cycling, Cycling Time Trials and other bodies, the core CPL messages can be disseminated to a regional audience wider than PL. Through the use of existing methods of communication – CPL events and venues can be promoted to draw in potential users.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board and other partners</p>
			<b>Leisure Non-residents</b>
			<p><b>Engage with Tourism Bodies:</b> In order to engage with potential leisure users across the widest of possible areas core CPL messages should be embedded across existing tourism portals and literature. Consistency and simplicity of message is key, as is appropriate integration with existing initiatives (such as ‘Welcome Walkers and Cyclists’) to build upon work and market positioning done to date.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board and other partners</p>
	<b>Partners – an integrated network of partners will help develop a sustainable solution</b>		
	<b>Hospitality – key to the success of the CPL in attracting residents and visitors will be a strong, integrated network of hospitality catering specifically for cyclists</b>		
			<b>Accommodation</b>
			<p><b>Promoting Accommodation:</b> Hotels, hostels, self-catering, B&amp;Bs and camping / caravanning will be marketed through material associated with the accreditation scheme (e.g. CPL promotional material, website, wider Lancashire Tourism material). Accredited accommodation will also be marketed for events.</p> <p><b>Plan &amp; Deliver:</b> Year 1 (and on delivery of Accreditation Scheme)</p> <p><b>Partners:</b> CPL Delivery Vehicle, Accommodation providers, event organisers</p>
			<b>Cafés / Pubs</b>

			<p><b>Promoting Catering Establishments:</b> Accredited cafes, pubs and restaurants will be marketed through CPL material. Identified cycle routes will highlight accredited venues, particularly as starting, finishing and intermediate points. As part of the accreditation scheme, venues will be encouraged to make specific provision for cycles (e.g. cyclists lunches, promotional offers, etc).</p> <p><b>Plan &amp; Deliver:</b> Year 1 (and on delivery of Accreditation Scheme)</p> <p><b>Partners:</b> CPL Delivery Vehicle, Venues</p>
		<b>Governing Bodies – establishing the CPL concept and investigation applicability elsewhere</b>	
		<b>Sport England / British Cycling support</b>	
			<p><b>Develop CPL as a pilot:</b> Given that the CPL concept is scalable from sub regional, to regional to national, options for support (in terms of officer time, advice &amp; guidance or if available specific funding) from Sport England / British Cycling and other bodies should be explored to pump-prime (to ensure that it meets wider aims and aspirations) this local area concept particularly in the early stages.</p> <p>With CPL providing a stratified approach to engagement with cycling at all levels a comprehensively monitored pilot would be very useful in proving the CPL concept.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Sport England, British Cycling and others</p>
		<b>Funders – the sharing of costs and benefits between the public and private sectors will be important in providing a sustainable solution</b>	
		<b>Private Sector</b>	
			<p><b>Identify opportunity for private sector sponsorship:</b> Opportunities should be made with major employers in the PL area and business with local vested interests to explore sponsorship opportunities for the CPL concept. Given the present climate all ‘models’ should be explored from multiple funding streams to single sponsor options. Regularised revenue funding (particularly in the early stages) will help pump-prime CPL.</p>

			<p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Public Sector</b>
			<p><b>Funding in kind:</b> With public sector budgets under severe pressure, Local Authority partners should be encouraged to 'contribute in kind' to CPL. This could be through the provision of secretariat facilities, dedicated officer time for specific functions (on a days per month basis) to allow for the creation of a virtual team, building upon the vast skills, experience and knowledge available under the guidance of the CPL Board.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
			<b>Voluntary</b>
			<p><b>Stimulating contributions in kind:</b> The CPL Delivery Vehicle should work with local and regional voluntary groups to secure contributions in kind such as supporting events, officer time, training and advice.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board</p>
		<b>Organisers – engaging with commercial event organisers to capitalise on the CPL opportunity in an integrated manner</b>	
			<b>Mass Participation</b>
			<p><b>Mass participation type ride in CPL 2011</b> – It is suggested that a mass participation, entry level ride is arranged with the CPL area to provide a kick-start for the concept. In order to minimise the costs of execution it is suggested that any such event utilises road closures obtained for other events (such as running races etc.).</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, LA Partners, British Cycling</p>

			<p><b>Local Led Rides 2011 onwards</b> – It is suggested that a series of local led ride events (as staged in Pendle in 2010) is organised across CPL to provide feeders / support for the proposed Blackburn ride above.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, LA Partners, British Cycling</p>
			<p><b>Pennine Lancashire Off-Road Weekend</b> – series of interlinked events across PL at various off-road venues to profile raise / showcase facilities. Could be organised as part of 'Bike Week' 2011 and include initiatives such as a 'loyalty card' for the day so riders could 'do' all the venues (Lee Quarry, Gisburn, Billinge Woods)</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, LA Partners, Forestry Commission, United Utilities</p>
			<p><b>Races</b></p>
			<p><b>Lancashire Pro/Elite Series</b> – encourage collaboration and cross marketing for the existing calendar of pro/elite calendar (road and MTB) across Lancashire. Would provide for wider sponsorship opportunity and 'series tourism' for participants and spectators alike. Given economic pressures with regards to the cost of events and potential sponsorship streams a balanced approach needs to be taken to raising profile.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling, Cycling Development North West, race organisers</p>
			<p><b>Tour of Lancashire</b> – Investigate options for a resurrected 'Tour of Lancashire' capitalising on established 'elite' road race routes capitalising on the topography of PL and Lancashire. Sponsorship opportunities would have to be investigated and this will be dependent upon the state of the economy. Consult with British Cycling Major Domestic Events Coordinator from Year 1 to establish exact funding and logistical</p>

			<p>requirements for the event.</p> <p><b>Plan:</b> Year 2 onwards</p> <p><b>Delivery:</b> Year 3,4 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Sponsors, British Cycling, organisers</p>
			<p><b>Amateur /Lower Level Racing</b> – engage with local cycling clubs and associations to develop and promote local races, time trials and other events to establish PL as an area where the whole spectrum of racing takes place. By engaging with inclusive cycling clubs (including Go-Ride) and making best use of infrastructure PL could (in time) become a centre of racing excellence.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, local Clubs, British Cycling, Cycling Time Trials, League International</p>
			<b>Sportive</b>
			<p><b>Pennine Lancashire Sportive</b> – Develop a Pennine Lancashire Sportive event building upon routes used for the National Sportive, Pendle Pedal Sportive, Bowland Beast and the various Audaxes that traverse the area. Outline opportunity to be developed and major Sportive Organisations invited to pitch of the opportunity. Any such sportive could be developed in time as part of a wider Lancashire series.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Sportive organisers, British Cycling</p>
			<b>Active Leisure Cyclists</b>
			<p><b>Pennine Lancashire ‘Approved Routes’</b> – build upon the principle of local ride routes developed by British Cycling to develop a network of routes for Pennine Lancashire. The</p>

		<p>routes would be risk assessed and mapped on the CPL website to provide a natural progression from local led rides and other mass participation rides into longer rides. If local clubs could be encouraged to 'adopt' routes and regularly integrate the routes with their own club runs and rides (including 'ride leaders' and insurance solutions – potential for training for ride leaders and planners through British Cycling), a progressive link will be established between mass participation leisure rides and the club structure.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, local Clubs, British Cycling</p>
		<p><b>Manufacturers – engage with existing cycling industry manufacturers to facilitate agglomeration and cooperation</b></p>
		<p><b>Profile – 'Made in (Pennine) Lancashire'</b></p>
		<p><b>Engage PL cycling businesses:</b> With three cycling businesses located in PL, Hope Technology, Science in Sport and Carradice they should be encouraged to participate in CPL to help raise profile not only of the concept, but the area and their collective brands. The 'Made in (Pennine) Lancashire' approach should be explored to provide brand synergies and collective identity.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Hope Tech, SiS, Carradice</p>
		<p><b>Engage companies external to PL:</b> As the only bicycle manufacturer in Lancashire, Dolan Bikes have an enviable reputation and a role to play in raising the profile of cycling in Lancashire. Dolan Bikes should be invited to engage with CPL and (as above) collaborate with the 'Made in Lancashire' initiative including companies such as Ribble Cycles in Preston as a major supplier</p> <p><b>Plan &amp; Deliver:</b> Year 1</p>

			<b>Partners:</b> CPL Delivery Vehicle, CPL Board, CPL Business Champion
			<b>Innovation</b>
			<p><b>Manufacturing / knowledge sharing:</b> Hope Technology and Dolan Bikes should be encouraged to work together and explore potential synergies particularly in relation to the use of high end components on high end frames. Such collaboration may allow the sharing of R&amp;D costs and closer working for the benefit of both companies.</p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, CPL Business Champion, Hope Technology, Dolan Bikes</p>
			<p><b>The Lancashire Bike project:</b> It is suggested that the cycling businesses in Lancashire work together to develop a bike with as many parts as possible 'Made in Lancashire'. Given the manufacturing capabilities of Dolan Bikes and Hope Technology the Lancashire Bike could provide a physical focus for the CPL principles of local collaboration and innovation. Ribble Bikes in Preston could act as a major supplier. 'Fuelled by SiS' and supported by Carradice products the bike could provide a useful 'hook' at industry trade fairs, exhibitions and events.</p> <p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Dolan Bikes, Hope Technology, SiS, Carradice, Ribble Cycles</p>
	<b>Participants – provision of events for all</b>		
	<b>Competition – structured events to stimulate competition</b>		
			<b>Elite Road</b>
			<b>Lancashire Pro/Elite Series</b> – encourage collaboration and cross marketing for the existing calendar of pro/elite calendar across Lancashire. Would provide for wider sponsorship opportunity and 'series tourism' for participants and spectators alike.

			<p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling, race promoters</p>
			<p><b>Tour of Lancashire</b> – Investigate options for a resurrected ‘Tour of Lancashire’ capitalising on established ‘elite’ road race routes capitalising on the topography of PL and Lancashire. Consult British Cycling Major Domestic Events Coordinator from Year 1 to establish exact funding and logistical requirements for the event.</p> <p><b>Plan:</b> Year 2 onwards</p> <p><b>Delivery:</b> Year 3,4 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling, race promoters</p>
			<b>Elite MTB</b>
			<p><b>Lancashire Pro/Elite Series</b> – encourage collaboration and cross marketing for the existing calendar of pro/elite calendar across Lancashire. Would provide for wider sponsorship opportunity and ‘series tourism’ for participants and spectators alike.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> British Cycling, elite race promoters</p>
			<b>Club Road</b>
			<p><b>Collaborative approach to race organisation:</b> Given the complexities of road racing in the UK is suggested that the ‘club network’ developed under the CPL banner be used to develop a series of amateur road races with organisation spread amongst the clubs working in a collaborative manner.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p>

			<p><b>Partners:</b> CPL Delivery Vehicle, British Cycling REO, British Cycling RCA, local Cycling Clubs, CDNW</p>
			<p><b>Pennine Lancashire Hill Climbs:</b> With a large selection of challenging hills across Pennine Lancashire, the opportunity should be taken to stage a 'hill climb' series or events open to amateur and pro-riders. With many riders now 'doing' climbs in a structured way the opportunity to 'race' them could be considerable. This would build upon the ad-hoc approach currently taken by clubs across the North West to the traditional Autumn events,</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle,, Cycling Time Trials, Local Cycling Clubs</p>
			<p><b>Club MTB</b></p>
			<p><b>Coordination between clubs:</b> Again, collaboration between clubs could provide for improvements in regular MTB cross country and location-based events, with the sharing of resources and expertise to set up and run events. With facilities such as Gisburn, Billinge Woods and the quarries being close at hand the development of a club series of PL based events is possible to raise the profile of the sport locally as well as enhancing the profile of the locations and CPL.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling REO, local Cycling Clubs</p>
			<p><b>Cyclocross</b></p>
			<p><b>Encourage the cyclocross culture:</b> With cyclocross being a natural crossover between road and MTB and it increasing in popularity investigation should be made into encouraging the local pockets of activity to collaborate and make use of existing facilities in the area for training and racing.</p>

			<p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling REO, local Cycling Clubs, NWCCA</p>
			<b>BMX</b>
			<p><b>Provision of local BMX facilities:</b> With the National Cycling Centre being the focus for BMX in the UK the opportunity exists to foster local BMX talent. Whilst this isn't necessarily focused through the existing cycling club structures the CPL concept should extend to BMX as sport in its own right.</p> <p><b>Plan:</b> Year 1 onwards</p> <p><b>Delivery:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling, local Cycling Clubs</p>
		<b>Leisure – events and measures to establish a cohesive leisure base</b>	
			<b>Club growth</b>
			<p><b>Develop and encourage inclusive clubs:</b> encourage cycle clubs to work together and collaborate to help increase membership and increase cycling for leisure. An inclusive club structure provide cyclists with the opportunity to ride for leisure within a club and learn from others and building upon the suggestion of 'Approved Routes' (above) the linkage between all levels of cycling will be made and a pathway easily understood by potential members. Similarly local clubs should be encouraged to engage with British Cycling's Go-Ride initiative to encourage kids cycling to provide a safe, consistent and exciting route into the sport.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling, local Cycling Clubs</p>
			<b>Leisure</b>
			<b>Develop and promote mass participation events through local led rides and other</b>

			<p><b>mass participation rides:</b> As above, local mass participation and local led ride events will provide a 'way in' to cycling for a whole new audience.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, PL Local Authorities, British Cycling</p>
			<p><b>Promote the Leisure offer:</b> Ensure existing leisure offer is promoted holistically and gaps in the offer are filled:</p> <ul style="list-style-type: none"> <li>• Provide facilities such as rest stops, toilets, refreshments and storage at key points on promoted routes</li> <li>• Join existing leisure routes together across all of Pennine Lancashire</li> <li>• Enhance access / ensure area is consumer friendly by providing links from the rail network to mini-bus to bike hire to cycling routes</li> <li>• Provide easy to follow information such as well placed clear signage, identifiable logo's for different difficulties along with approximate times</li> <li>• Promote scenery, open countryside, wildlife, local history and develop associated routes</li> <li>• Highlight family friendly (flatter) routes</li> </ul> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, Local Authorities, champions, stakeholders, venues</p>
			<b>Tourism</b>
			<p><b>Promote an integrated Tourism offer:</b> Work closely with Lancashire and Blackpool Tourist Board to integrate the CPL offer in to the existing tourism offer, including car-free itineraries. Improve coordination around venues / events and accommodation in Pennine Lancashire and surrounding areas to provide visitors with a truly joined-up experience. As well as promoting tourism associated directly with cycling, opportunity to link with other PL features, such as food, history and wildlife.</p>

			<p><b>Plan &amp; Deliver:</b> Year 1, ongoing</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Lancashire and Blackpool Tourist Board, surrounding area Tourist Boards, Local Authorities, Stakeholders (accommodation, events)</p>
		<b>Health – maximising opportunities through the health sector</b>	
		<b>Improving health through cycling</b>	
			<p><b>Encourage cycling for health benefits:</b> Health professionals (including GPs, hospitals, etc.) and schools will be encouraged through the Delivery Forums to actively use cycling as a health improvement tool. CPL partners should develop an understanding of current practice within Pennine Lancashire and encourage co-operation and partnership between providers. Health is a key barrier to entry, joining up current measures can help address.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, Health providers and practitioners, schools</p>
		<b>Cross- cultural – maximising opportunities through cultural programmes</b>	
		<b>Breaking down barriers</b>	
			<p>The CPL Delivery Vehicle will work with other agencies across cultural barriers to encourage cycling take up across the whole area. Work will build upon existing initiatives and try to encourage maximisation of benefits through collaboration, information sharing and the sharing of skills and resource.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, Local Authorities, voluntary sector</p>
		<b>Access – removing barriers to accessing cycling and contributing to the local economy</b>	
		<b>Bike re-cycling</b>	
			<p><b>Establish a bike recycling scheme:</b> In order to minimise barriers to entry investigation</p>

			<p>should be made into establishing a PL based bike recycling scheme, potentially in partnership with other schemes in the region. Using unwanted, unused, and reclaimed bikes – a stand alone social enterprise company (for instance) could re-engineer bikes and distribute them to local underprivileged people as a means of encouraging them to participate in cycling and to access employment. As well as providing cycles for a wider cross section of the community, the scheme would provide recognised skills for employees and encourage business start ups. Linkages to local colleges and schools could provide additional benefits. Helping provide cheap bikes will help address the fact that cost acts as a barrier to entry.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, Lancashire Sports Partnership, Lancashire County Developments, Local Authorities, Voluntary sector partners</p>
		<b>Education – providing the skills and information to participate</b>	
		<b>Providing basic bike skills for all</b>	
			<p><b>Formulate a strategy for Go-Ride Development Clubs:</b> Develop a strategy with British Cycling to have at least one Go-Ride club in each borough to complement those in surrounding areas.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, Lancashire Sports Partnership, British Cycling</p>
			<p><b>Coordinate 'Bikeability' type training:</b> Investigation should be made into the provision of 'Bikeability' training across PL in order to identify any gaps in geographical or age related provision. Through cross boundary, collaborative working resources, skills and capacity could be shared to maximise coverage.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, Lancashire Sports Partnership, Local Authorities, service providers</p>

		<p><b>Coordinate with schools and colleges:</b> Given that CPL will become an integral part of the Pennine Lancashire social landscape, a major opportunity exists to link with local schools, collages and other education providers to establish suitable cycle related courses to develop a geographical centre of excellence for skills, knowledge and expertise. Ranging from maintenance through to integration with existing Sports Management courses, an education programme could capitalise on measures put in place as part of the Adrenaline Gateway and build upon them for the specific requirements for cycling. If links to local cycling relating businesses are fostered, opportunities for significant up-skilling can be made in the area.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Lancashire Sports Partnership, Local Authorities, Education establishments, private sector</p>
		<p><b>Coordinate with the ‘fitness sector’:</b> The opportunity exists to integrate CPL core messages, events and programme with within the fitness sector (gyms, clubs and other sports) via existing health and education networks. Integrating cycling as part of a wider ‘healthy living’ agenda will help spread the cycling message to a wider audience thus increasing profile and uptake.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Lancashire Sports Partnership, Local Authorities, Education establishments, private sector</p>

Places		
	Venues / Locations – improving the offer at specific sporting, cycling and leisure venues	
	Competition / “Training” – improving facilities for competitive cyclists	
	PL Sport Hub	

			<p><b>Develop a Sport Hub:</b> Build on the existing facilities in the area to integrate sporting facilities and sports college. This needs to be integrated with the local area and well linked to the transport network to maximise accessibility.</p> <p><b>Plan:</b> Year 1 and 2.</p> <p><b>Deliver:</b> Year 2 and 3</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Councils, other partners</p>
			<b>MTB</b>
			<p><b>Enhance the offer at Lee Quarry:</b> Build on the existing offer at Lee Quarry as part of the Adrenaline Gateway to open it up as a competition venue. Need to resolve issue of liability and ownership and provide integrated facilities to cater for this, including; toilets, car parking, visitor centre / cafe. This could provide a franchise opportunity to ensure commercial sustainability. Lee Quarry should be linked to other competition venues, including Gisburn Forest and Cragg Quarry as part of a joined-up product. The role of the private sector could be particularly important in ensure the financial sustainability of any wider facility.</p> <p>Enhancement could also include linking up to competitive delivers and enable national ranking points to be available for competition events.</p> <p><b>Plan:</b> Year 1 and 2.</p> <p><b>Deliver:</b> Year 3</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, other venues</p>
			<p><b>Enhance the offer at Gisburn Forest:</b> Build on the existing offer at Gisburn Forest to open it up as a competition venue, however, need to acknowledge the sensitive nature of the venues location within Ribble Valley. To be executed in two stages:</p> <ol style="list-style-type: none"> <li>1. Complete planned facility improvements – toilets and car parking</li> <li>2. Consider the letting of a franchise opportunity for an integrated offer; including a visitor centre, showers, café, retail opportunities, bike wash,, first aid, improved mobile</li> </ol>

			<p>phone coverage, etc.</p> <p>Link to other competition venues at Lee Quarry and Cragg Quarry as part of a joined-up product.</p> <p><i>Stage 1:</i></p> <p><b>Plan &amp; Deliver:</b> Year 1</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, Forestry Commission, United Utilities</p> <p><i>Stage 2:</i></p> <p><b>Plan:</b> Year 1 and 2</p> <p><b>Deliver:</b> Year 2 and 3</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, Forestry Commission, United Utilities</p>
			<p><b>Hold one-off high profile events:</b> Examine the potential for Lee Quarry, Cragg Quarry and Gisburn Forest to stage high profile events. Issues such as access, parking, facilities, course requirements etc. will all need careful consideration and plans should be established as to how to realise this aspiration over time.</p> <p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, facility owners, British Cycling</p>
			<p><b>Investigate trail sponsorship/adoption:</b> it is suggested that local communities and business are invited to engage with local trail infrastructure in terms of maintenance and sponsorship to provide the resource and funding necessary to keep trail infrastructure sustainable. With careful co-ordination of volunteer trail maintenance, infrastructure will remain attractive and local communities will establish a sense of place associated with facilities near them.</p>

			<p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, Groundwork, other agencies</p>
			<b>Road</b>
			<p><b>Provide an off-road road circuit at the Sport Hub:</b> provide a competitive off-road road circuit integrated as part of the Sport Hub proposal.</p> <p>This venue would complement the circuits at Ashton, Litherland, Preston and Lancaster, (and soon Blackpool) making it the 6<sup>th</sup> in the North West. The facility would be available for use by cyclists of all levels (and ages) including Go-Ride clubs for coaching and kids races.</p> <p>It is understood that alternative off-road road circuits are being proposed and it is strongly suggested that only a single venue is pursued to avoid duplication of effort and dilution of benefits.</p> <p><b>Plan:</b> Year 1 &amp; 2</p> <p><b>Deliver:</b> Year 2 &amp; 3</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board,, British Cycling, Blackburn with Darwen</p>
			<p><b>Identify potential for road circuits:</b> Undertake an audit of where potential for road racing circuits and Time Trial circuits exist and which of this would be feasible based on access, a possible HQ destination etc</p> <p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling</p>
			<b>Cyclo Cross</b>

			<p><b>Develop Cyclo Cross in Pennine Lancashire:</b> cyclo cross is currently under-represented in Pennine Lancashire but the prevalence of mountain bike venues could act as useful training. CPL should promote the area as a training ground for competitors.</p> <p>If interest in the sport grows, could review potential to operate a cyclo-cross competitive in Witton Park based around a relatively short course featuring pavement, wooded trails, grass, steep hills and obstacles.</p> <p>British Cycling REO to assist in identification of potential Cyclo Cross venues. Options for training venues need to be floodlit and accessible on mid-week evenings in the winter. New Cyclo Cross courses to be park-based, course minimum 2-3m wide at all points and spectator friendly e.g .majority of the course in view. NWCCA to be consulted for early inclusion in forthcoming year's calendar.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle British Cycling, Local Authorities, North West Cyclocross Association (part of British Cycling)</p>
			<p><b>BMX</b></p>
			<p><b>Provision of local BMX facilities:</b> With the National Cycling Centre being the focus for BMX in the UK and the sport providing a link into both road and MTB cycling, investigation should be made into the provision of a BMX facility in PL. This could be associated with either MTB facilities at one of the quarries or the proposed road circuit at Sport Hub.</p> <p>Ideally, BMX facilities would be located close to all major centres in PL to provide a feeder into cycle sport and capitalise on the popularity of BMX. If such local centres could be develop they would need integrating into a network to allow for use by users across PL. The development of a club would assist viability.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, British Cycling, Blackburn and Darwen Council, Local Authorities</p>

Leisure – improving facilities for leisure cyclists		
General		
		<p><b>Raise standard of facilities at all venues promoted for leisure cycling:</b> to include minimum standards, such as; signage, toilets, equipment hire and ensure routes guides and costs can be clearly identified. Linked to accreditation scheme</p> <p><b>Plan:</b> Year 1 and 2</p> <p><b>Deliver:</b> Year 2 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board Local Authorities</p>
		<p><b>Develop Billinge Woods:</b> Billinge Woods has the potential to act as a ‘nursery / training ground’ for the competition venues.</p> <p><b>Plan:</b> Year 1 and 2</p> <p><b>Deliver:</b> Year 2 and 3</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Blackburn with Darwen Council</p>
		<p><b>Enhance the offer at Lee Quarry and Gisburn Forest:</b> Build on the existing offer at both venues to open up the opportunities for all cyclists wanting to “have a go...” and link them with other venues, including Billinge Woods and Cragg Quarry. Provide facilities as outlined above.</p> <p><b>Plan:</b> Year 1 and 2.</p> <p><b>Deliver:</b> Year 3</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, other venues</p>
		<p><b>Develop Cragg Quarry:</b> as part of the Adrenaline Gateway offer and link with Lee Quarry as part of a leisure day out for ‘purist’ mountain bikers. Consider potential to cater for more niche mountain bike market at Cragg Quarry, provide some infrastructure, such as car parking and toilets but promote as niche with easy links to Cragg Quarry.</p>

			<p><b>Plan:</b> Year 1 and 2.</p> <p><b>Deliver:</b> Year 3 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities</p>
			<p><b>Use Technology to provide ‘competitive routes’</b> - through the use of RFID timing technology, a series of on and off-road routes/trails could be established across PL. The technology would allow riders to hire/buy transponders to fit to their bikes which would time them on pre-determined courses. Data could be logged automatically and fed into the CPL website to provide league tables of times and achievements. A small scale trial exists in Cumbria for the 24/7 Fred Whitton event and the application of technology for low numbers of users ‘in the field’ is relatively easy and inexpensive. The routes could be designed to link to accredited facilities who could provide the infrastructure necessary to ‘host’ the technology whilst benefiting from the increase in visitors.</p> <p>A significantly upscaled version (and more expensive) of the technology could be used to provide the infrastructure necessary for sportive and other mass participation events.</p> <p><b>Plan:</b> Year 1 and 2.</p> <p><b>Deliver:</b> Year 3 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, accredited facilities</p>
	<b>Facilities</b>		
		<b>Planning / Policy – policies may need varying to encourage investment in facilities</b>	
		<b>Increasing the promotion of cycling in planning policy</b>	
			<p><b>Planning policy needs to reflect aspirations for development of PL as a cycling destination on a number of levels:</b> The Local Development Frameworks need to identify provision for cyclists as a key element for transport in new developments including setting more robust minimum standards for parking and supporting infrastructure. Planning policy should also require developer contributions to include funding for wider cycle facilities (including long term maintenance). Where practicable,</p>

			<p>policy should be unified across the Pennine Lancashire authorities and wider Lancashire. In the immediate term Local Transport Plan 3 considerations provide the means to unify some thinking.</p> <p><b>Plan &amp; Deliver:</b> As part of the planning-making process – 5 years</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local planning authorities</p>
			<p><b>Specific planning policy:</b> Specific planning policy may be required to facilitate the development of cycle and cycle-related infrastructure: Planning policy may need to be altered to allow wider use of rural property for leisure-related purposes including B&amp;Bs and cycle specific facilities (e.g. MTB circuits).</p> <p><b>Plan &amp; Deliver:</b> As part of the plan-making process – 5 years</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities</p>
			<p><b>Joined up approach to safety across PL:</b> Local Authority road safety teams to work together through a best practice forum to identify current safety statistics and any common trends or patterns in cycle related collisions. This forum could then work together and share knowledge to develop an integrated strategy and approach to tackling cycling related accidents across the area. This will align with objectives within the emerging LTP3s and help address a significant barrier to entry.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities</p>
		<b>Standards – establishing common standards maximise available funding</b>	
		<b>Infrastructure</b>	
			<p><b>Align design standards across PL:</b> Local Authorities to review and align design standards in conjunction with planning policy to ensure a minimum standard for bike parking and / or storage, safe / quality routes, and joined up networks. This would form part of a wider accreditation scheme</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p>

			<b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities
			<b>Maintenance</b>
			<p><b>Revised approach to maintenance:</b> Maintenance regimes have the potential to improve existing networks rather than just maintain them. The UK Code of Practice for Highways Maintenance Management have set out a recommended code of practice, many of the measures align with the principles of CPL, such as; focusing on the integrity of facilities for walking and cycling to ensure continuity and consistency. Work with practitioners who design new developments and help maximise existing approach to maintenance.</p> <p>In addition to this and as par of the 'Big Society' agenda, encourage volunteers and users of off-road cycle facilities to get involved in making new trails and carrying out repairs.</p> <p><b>Plan &amp; Deliver:</b> Year 1 onwards</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities</p>
		<b>Improvements – facilitating private sector investment</b>	
			<b>Franchise opportunities</b>
			<p><b>Offer franchise(s) for current and potential venues:</b> The existing mountain bike venues of Gisburn Forest, Lee Quarry and Billinge Woods all present an opportunity to let a franchise to provide enhanced infrastructure for visitors including a visitor centre, café, bike hire etc. This could be one large franchise or lots of individual ones with an aim to stimulate innovation and new businesses. Potential franchise opportunity for shuttle bus operation between key venues and gateway stations</p> <p><b>Plan:</b> Year 1 &amp; 2.</p> <p><b>Deliver:</b> Year 2 and 3</p> <p><b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, Forestry Commission, United Utilities</p>

Networks		
		Mapping – making networks easier to understand and engage with
		Online
		<p><b>Develop CPL interactive online portal:</b> Provide one location that can be found easily through internet searches, that provides an overview of the CPL offer and acts as the database for all cycling related information. As described above this would be hosted by one of the partner organisations and build upon existing data and materials developed to date.</p> <p>The interactive mapping will present the overall offer in Pennine Lancashire with the ability to add / delete different factors depending on the nature of interest so users can generate maps tailored to their needs, e.g. B&amp;B's near mountain bike venues and routes that connect them together; or ways of getting to PL without the car, bike hire locations, leisure rides and bike &amp; family friendly pubs.</p> <p>All data will be Open source to allow innovation and the development of new applications and products and build upon existing data sources and initiatives such as Transport Direct. Information will also be provided to support GIS/GPS functions.</p> <p><b>Plan:</b> Year 1  <b>Deliver:</b> Year 2 onwards  <b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities</p>
		Print
		<p><b>Provide consistent printed information:</b> Any new mapping to be developed will align with the CPL Design Guide and carry a consistent message that points people towards the online portal.</p> <p><b>Plan:</b> Year 1  <b>Deliver:</b> Year 2 onwards</p>

			<b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities
		<b>Linkages – improving links within cycle network</b>	
		<b>Linking PL with existing routes</b>	
			<p><b>Joining up the network:</b> in to and out of the area by first undertaking a gap analysis of the existing network to highlight deficiencies, then strategically filling the gaps in a more integrated and cost-effective way. This will build upon the existing National cycle network, the Lancashire cycle network and the vast network of other on- and off- road routes such as bridleways, canals and discussed railway lines.</p> <p>The majority of this will be delivered through external bodies but with input and guidance from the CPL Delivery Vehicle and CPL Partnership Group with an aim to integrate and reduce expenditure. Opportunities for using developer funding via Section 106 and other planning related mechanisms should be investigated as a means to developing a wider sustainable transport network.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 onwards <b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities</p>
			<p><b>Signage:</b> under the CPL brand, but linking with existing initiatives, a simple signage regime should be established that could be applied for routes, venues and facilities to quickly establish the CPL brand. This could consist of window stickers for accredited facilities, complementary branding as part of existing route network signage and infill as necessary. An approach would need to avoid ‘signage’ clutter and be developed under the design guide principles and application thereof.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 onwards <b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities, accredited parties</p>
		<b>Access – improving access to the cycle network</b>	

			<b>Better access</b>
			<p><b>Linking with public transport:</b> Strengthen links from venues to public transport gateways, e.g. Gisburn Forest to Long Preston station (linked to Sefton – Carlisle railway line). In addition options should be investigated to encourage operators to provide shuttle buses between key stations and venues / accommodation on event days or when specific promotions are occurring.</p> <p>Where demand justifies investment, operators should also be encouraged to develop cycle friendly services so that cyclists can link between areas of interest by public transport. Demand responsive (or pre-bookable) options maybe applicable within the summer months in areas where demand might be high (to and from Gisburn for instance).</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 <b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities, Public Transport operators</p>
			<p><b>Making it easier to get to venues:</b> make it easier for users to get to all venues by they preferred mode, whether that's car, bike or public transport. Need to review the 'accessibility' of each venue and consider how it can be enhanced for local communities, outlying communities and visitors to the area. Need to link this with cycling infrastructure such as bike hire and accommodation.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 onwards <b>Partners:</b> CPL Delivery Vehicle, CPL Board, Local Authorities,</p>
		<b>Accommodation – establishing a network of facilities</b>	
			<b>Cycling friendly</b>
			<b>Encourage cycle friendly accommodation:</b> Agree on a recognised set of minimum

			<p>quality standards (linked to the accreditation) based on storage, security, equipment hire, bike washing etc. This will build upon the existing network of Welcome Walkers and Cyclists facilities and use the existing accreditation standards as a starting point to provide a base of facilities and to capitalise on the skills and experience within that programme.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 <b>Partners:</b> CPL Delivery Vehicle, CPL Board, Lancashire and Blackpool Tourist Board</p>
			<p><b>Link accommodation to wider offer and routes:</b> highlight and link together destinations such as accommodation, venues and visitor attractions as part of building car free itineraries and highlight other infrastructure such as bike hire, routes, rides, places of interest etc.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 <b>Partners:</b> CPL Delivery Vehicle, CPL Board, Lancashire and Blackpool Tourist Board</p>
			<b>Entrepreneurialism</b>
			<p><b>Encourage innovation and new businesses:</b> Revised planning policy will help stimulate new accommodation offerings, such as, cycling bunk houses, maintenance, hire etc.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 <b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities</p>
	<b>Events – improving the events offer within PL</b>		
		<b>Elite – requirements for competition</b>	
		<b>MTB</b>	

			<p><b>Gap analysis:</b> Assess any gaps in provision that would prevent elite events taking place at PL venues. This work would identify actions and a programme to allow progressive raising of standards to attract top flight competition. Consult British Cycling REO in respect of gaps in provision and venue requirements.</p> <p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2</p> <p><b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities, land owners</p>
			<p><b>Raise standards:</b> Raise the quality of standards and facilities provided at all MTB venues, e.g. toilets, parking, visitor centres etc, these standards would be linked to the accreditation scheme</p> <p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2</p> <p><b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities, land owners</p>
			<b>Road</b>
			<p><b>Review potential for circuits:</b> Examine the existing road network and identify the potential for road routes and time trial events based on the topography, potential parking capacities, HQ locations etc. Once completed the work would help clubs stage events (races, time trials, audax, sportives) more easily using a network of 'cleared' routes that would have been agreed in principle with Local Authorities and the Police.</p> <p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2</p> <p><b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities, Police, British Cycling</p>
		<b>Club – assisting clubs in staging events</b>	
			<b>Coordination</b>

			<p><b>Encourage clubs to cooperate and organise events:</b> there is vast potential for cycle clubs to work better together and organise events in partnership with one another and with local councils. These events could range from cross club time trial events, to larger Audax style events, to competitive youth events linked to the Go-Ride programme and <b>young people</b> racing within it.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 <b>Partners:</b> CPL Delivery Vehicle, clubs, Sport Champion, British Cycling</p>
		<b>Sporting Mass Part. – enabling events</b>	
			<b>On road</b>
			<p><b>Identify potential routes for a PL Sportive:</b> Based on Etape type events elsewhere, taking in parts of the Tour of Britain route and passing through each of the six PL areas. Review potential HQ (start / finish) locations, car parking and access by other modes, nearby accommodation and potential rest-stop locations. Once identified the offer could be actively marketed to the major event organisers in the UK,</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 <b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities</p>
			<p><b>Review potential for an on-road PL Duathlon:</b> Review existing running events and circuits and consider potential to offer a PL Duathlon, would also need to consider parking capacity / alternative access and a HQ location. As above, any 'offer' could then be actively marketed and would provide linkages into athletics.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 <b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities</p>
			<b>Off road</b>

			<p><b>Review potential for an off-road PL Duathlon:</b> Similar to above, review potential for an off-road duathlon linked to one of the MTB venues, e.g. Billinge Woods and the surrounding Witton Park could offer good potential.</p> <p><b>Plan:</b> Year 1 <b>Deliver:</b> Year 2</p> <p><b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities</p>
		<b>Leisure Mass Part. – enabling events</b>	
			<b>On road</b>
			<p><b>Build on existing road ‘circuits’:</b> Undertake a review of the existing road infrastructure, previous events (Sportives, Audax, Charity Rides etc.) and agree a core set of routes which could be made available for on-road mass participation rides. By undertaking a single PL wide review and securing in-principle sign off from the Authorities, PL will have a stronger offer to be able to take to event organisers.</p> <p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2 onwards</p> <p><b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities, Police</p>
			<b>Off Road</b>
			<p><b>Build on existing leisure routes:</b> In a similar manner review the existing of-road network and categorise to provide a set of approved routes which could form the basis of off-road mass participation rides for families, charity events etc.</p> <p><b>Plan:</b> Year 1</p> <p><b>Deliver:</b> Year 2 onwards</p> <p><b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities, Police</p>
			<b>Link to wider events</b>
			<p><b>PL Cycle Event linked to wider events / initiatives:</b> Investigate opportunities right through the PL and Lancashire calendar for cycling to compliment other initiatives. Taste</p>

			Lancashire etc. <b>Plan:</b> Year 1 <b>Deliver:</b> Year 2 onwards <b>Partners:</b> : CPL Delivery Vehicle, CPL Board, Local Authorities, Lancashire & Blackpool Tourism
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## Appendix B – Programme

### Support

			1	2	3	4	5
Governance	Function	Constitution and Execution	PD				
		Day to Day operation	PD				
		Monitoring	PD				
	Form	General – Hub and Spokes	PD				
Accreditation	CPL Accreditation	General	PD	D	D	D	D
	Users Benefits	General	PD	D	D	D	D
Communication	Internal	CPL Core	PD				
		CPL Stakeholders	PD				
	External	Suppliers, users and press	PD				
Marketing / Branding	Image	Design	PD				
	Place / Profile	Profile	PD				
	Marketing	Online – Launch CPL website	PD				
		Online – Achievement Database	PD				
		Social networking	PD				
		Mobile		PD			
		Print		P	D		
'CPL Club' and merchandise		P	PD	D	D	D	
<b>Note: P=Plan, D=Deliver</b>							

## People

		Year	1	2	3	4	5
Champions	Profile	Champions	PD				
Stakeholders	Drivers & Influencers	Private sector, Public, Voluntary	PD				
		Stakeholder Delivery Forums	PD				
	Users	Competitive Residents, Leisure Residents, Utility Residents, Competitive Non-residents, Leisure Non-residents	PD	D	D	D	D
Partners	Hospitality	Accommodation	PD	D	D	D	D
		Cafés / Pubs	PD	D	D	D	D
	Governing Bodies	Sport England / British Cycling support	PD				
	Funders	Private, Public and Voluntary Sectors	PD				
	Organisers	Mass Participation – Mass participation type ride in CPL 2011	PD	D	D	D	D
		Mass Participation – Local Led Rides 2011 onwards	PD	D	D	D	D
		Mass Participation – Pennine Lancashire Off-Road Weekend	PD	D	D	D	D
		Races – Lancashire Pro/Elite Series	P	D	D	D	D
		Races – Tour of Lancashire		P	D	D	D
		Races – Amateur /Lower Level Racing	P	D	D	D	D
		Sportive – Pennine Lancashire Sportive	P	D	D	D	D
	Manufacturers	Active Leisure Cyclists – Pennine Lancashire 'Approved Routes'	P	D	D	D	D
		'Made in (Pennine) Lancashire' – Engage PL cycling businesses	P	D	D	D	D
'Made in (Pennine) Lancashire' – Engage companies external to PL		PD					
	Manufacturing / knowledge sharing	PD					

		Year	1	2	3	4	5
		The Lancashire Bike project	P	D			
Participants	Competition	Elite Road – Lancashire Pro/Elite Series	P	D	D	D	D
		Elite Road – Tour of Lancashire		P	D	D	D
		Elite MTB – Lancashire Pro/Elite Series	P	D	D	D	D
		Club Road – Collaborative approach to race organisation:	P	D	D	D	D
		Club Road – Pennine Lancashire Hill Climbs:	P	D	D	D	D
		Club MTB – Coordination between clubs:	P	D	D	D	D
		Cyclocross – Encourage the cyclocross culture:	P	D	D	D	D
		BMX – Provision of local BMX facilities	P	D	D	D	D
	Leisure	Develop and encourage inclusive clubs	PD	D	D	D	D
		Develop and promote mass participation events through local led rides and other mass participation rides:	PD	D	D	D	D
		Promote the Leisure offer	PD	D	D	D	D
		Promote an integrated Tourism offer:	PD	D	D	D	D
	Health	Encourage cycling for health benefits:	PD	D	D	D	D
	Cross- cultural	Breaking down barriers	PD	D	D	D	D
	Access	Bike re-cycling	PD	D	D	D	D
	Education	Formulate a strategy for Go-Ride Development Clubs	PD	D	D	D	D
		Coordinate 'Bikeability' type training	PD	D	D	D	D
Coordinate with schools and colleges		PD	D	D	D	D	
Coordinate with the 'fitness sector'		PD	D	D	D	D	

**Note: P=Plan, D=Deliver**

Places

		Year	1	2	3	4	5
Venues / Locations	Competition / "Training"	PL Sport Hub	P	PD	D		
		MTB – Enhance the offer at Lee Quarry	P	PD	D		
		MTB – Enhance the offer at Gisburn Forest – Stage 1	PD				
		MTB – Enhance the offer at Gisburn Forest – Stage 2	P	PD	D		
		MTB – Hold one-off high profile events	P	D			
		MTB – Investigate trail sponsorship/adoption	P	D			
		Road – Provide an off-road road circuit at Sport Hub:	P	PD	D		
		Road – Identify potential for road circuits	P	D			
	Leisure	Cyclo Cross – Develop Cyclo Cross in Pennine Lancashire	PD	D	D	D	D
		BMX – Provision of local BMX facilities	P	D	D	D	D
		Raise standard of facilities at all venues promoted for leisure cycling	P	PD	D	D	
		Develop Billinge Woods as part of PL Sport Hub	P	PD	D		
		Enhance the offer at Lee Quarry and Gisburn Forest	P	P	D		
		Develop Cragg Quarry	P	P	D	D	D
Facilities	Planning / Policy	Use Technology to provide 'competitive routes'	P	P	D	D	D
		Planning policy needs to reflect aspirations	PD	PD	PD	PD	PD
		Specific planning policy	PD	PD	PD	PD	PD
	Standards	Joined up approach to safety across PL	PD	PD	PD	PD	PD
		Align design standards across PL	PD	PD	PD	PD	PD
		Maintenance	PD	PD	PD	PD	PD

		Year	1	2	3	4	5
	Improvements	Franchise opportunities	P	PD	D		
Networks	Mapping	Online	P	D	D	D	D
		Print	P	D	D	D	D
	Linkages	Joining up the network	P	D	D	D	D
		Signage	P	D	D	D	D
	Access	Linking with public transport	P	D	D	D	D
		Making it easier to get to venues	P	D	D	D	D
	Accommodation	Encourage cycle friendly accommodation	P	D			
		Link accommodation to wider offer and routes	P	D			
		Encourage innovation and new businesses	P	D			
Events	Elite	MTB – Gap Analysis	P	D			
		MTB – Raise Standards	P	D			
		Road – Review potential for circuits	P	D			
	Club	Coordination – Encourage clubs to cooperate and organise events	P	D			
	Sporting Mass Participation	On road Identify potential routes for a PL Sportive	P	D			
		On road – Review potential for an on-road PL Duathlon	P	D			
		Off road – Review potential for an off-road PL Duathlon	P	D			
	Leisure Mass Participation	On road – Build on existing road ‘circuits’	P	D	D	D	D
		Off Road – Build on existing leisure routes	P	D	D	D	D
		Link to wider events – PL Cycle Event linked to wider events / initiatives	P	D	D	D	D
<b>Note: P=Plan, D=Deliver</b>							