

BIKEABILITY SALES TEAM

Final Project Report

Report

June 2008

Prepared for:

Cycling England

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SUMMARY

From October 2007 to June 2008 Steer Davies Gleave were contracted to Cycling England on two linked projects.

Bikeability Segmentation set out to create a unified dataset on the attitude of Local Authorities to Bikeability and to categorise them to prioritise future uptake. The work also aimed to understand common problems and to suggest solutions. Authorities were placed into 9 segments and these are presented and the coverage shown on maps.

Bikeability Sales set out to increase the applications for local authority cycle training grants and to increase the number of Bikeability registered authorities, an initial target was between 10 and 20, but a subsequent target was to get over half of local authorities delivering Bikeability. This has been achieved and currently 51% are delivering with another 4% in the registration process. The number of new registrations was 15 and the rate of registrations doubled to an average of 6 per month.

The uptake of grants exceeded expectations and there were 68 successful applications and over £3M is expected to be distributed and 81,000 new Level 2 places created. Along with the 15 newly registered schemes there has been an equal increase in the number of authorities contracting their service to a registered Bikeability provider.

Over the period of the projects there has been a considerable shift in the perception of Bikeability in local authorities. Those that already provide the training are looking to expand their provision and many most authorities are interested in running pilots or delivering through other mechanisms such as School Sports Partnerships.

The current position and the changes in local authorities are presented in maps and pie charts and the changes of position included in appendices. The new segments have been changed to represent future intentions and also to enable prioritisation for funding school sports partnerships. The complex mapping of the availability of Bikeability is discussed and recommendations on how to ensure a more smooth supply are made.

1. INTRODUCTION

The Background to Bikeability

- 1.1 Cycling proficiency started in the 1950's and was the first national cycle training scheme. It won the hearts and minds of parents and children and was supported by a broad consensus of professionals brought together by ROSPA. Although it continued to evolve throughout the 20th Century, from the 1990's onwards there were several fractures in the consensus developing. Although many schemes did teach children on the road, the image of the village policeman and well meaning non-cycling volunteers teaching cycling in the playground still persists.
- 1.2 At the same time many local authorities were employing specialist staff to teach cycle training and the 'professionalisation' of the industry began to be a driving force for change. In many cases the focus of cycle training began to shift to encompass empowering more cyclists as well as preventing child casualties. During this time there was still a majority of local authorities using volunteers to teach cycling, and this of course required far less budget.
- 1.3 During the 1990's there was a considerable policy shift towards increasing the number of cyclists, and this was especially true of cycling to school. Lobby groups and charities such as the CTC and Sustrans began to create a further force for change. This force for change often created quite animated arguments about the way in which local authorities encouraged and provided for sustainable travel.
- 1.4 This melting pot was where the national standard was created. It was a time of great creativity but also a time of conflict. In the initial meetings there were many providers including some charities and private companies and often the focus of the group got lost in minor technical points and sometimes the bigger picture was not clear.
- 1.5 The formation of the Cycle Training Reference Group led by the CTC and LASROA brought all of those with an interest in the national standard around the table and the basic documents were agreed. The standard of instructor training was also agreed and the first national standard instructors were trained in 2005.
- 1.6 Although there were increasing numbers of accredited instructors it soon became clear that there was no way of assuring the standard of what was being taught. Scheme accreditation was developed as a way of quality assuring the syllabus and the working practices. This development led to a process for provisionally accrediting Bikeability schemes, which has since been renamed Scheme Registration.

Project Commission

- 1.7 This project was commissioned by Cycling England through its contracted public relations company Blue Rubicon. Cycling England is directly funded by the Department for Transport.

Project objectives

- A unified set of data on Local Authorities
- Create a shift in message by understanding issues and problems
- To create a sales force to
 - Increase uptake of Bikeability
 - Create information on known problems

Local Authority Relationships

- 1.8 The initial development of the National Standard worked on the assumption that raising the standard of the trainers would transform cycle training. This infiltration type approach had some success in influencing early adopters. These were often local authorities with new staff or were undergoing restructuring. However this approach did little to sway those that had an established team delivering a cycle training service.
- 1.9 Many local authorities felt criticised and that their residual scheme was not valued by those advising them to change. This was not an ideal atmosphere for them to embark on an investment in improving quality. To change an existing scheme requires support and help and an atmosphere of trust. It also requires an understanding of the complex structures of local authorities and an insight into how the opportunities that Bikeability presents can be harnessed to deliver indicators and targets.

Cycle Training in London

- 1.10 Transport for London (TfL) directly funds most of the cycle training in London Boroughs. It has taken a different approach to improving cycle training standards and promoting Bikeability and no work was undertaken with London Boroughs as part of this project. However this report is informed by Steer Davies Gleave's work on the London Cycle Training Partnership, and TfL continues to show leadership in cycle training.

Funding

- 1.11 Currently Cycling England funds cycle training through grants to Local Authorities and School Sports Partnerships. This project was closely linked with the distribution of Local Authority Cycle Training Grants for 2008 / 09 which eventually totalled over £3M.

School Sports Partnerships (SSP)

- 1.12 In 2008 / 9 £1M has been budgeted by Cycling England for distribution to SSPs. The aims of this are to enable provision in areas where the local authority has little or no Bikeability and to achieve the wider aims of encouraging health and linking into cycling as a sporting activity.

Bikeability as a brand

- 1.13 Bikeability was developed as a consumer facing brand for the National Standard and launched in April 2007. From the start it was clear that the brand itself was likely to develop into considerable public demand. It is an unfortunate distraction that a

perceived difference between Bikeability and the National Standard developed. This has allowed cycle training schemes to take on many new skills but in some cases not commit to the overall outcomes of Cycling England. Although Bikeability is underpinned by the National Standard it has two important distinctions: that the schemes delivering it are quality assured by scheme registration, and that the brand has been researched and is actively supported and marketed.

- 1.14 The early adopters of Bikeability represented a range of different providers, including existing Instructor Training Providers (ITPs), local authorities that had been convinced of the benefits, cycle training companies and some freelance trainers. All of these proved to be powerful advocates in helping to recruit more providers.
- 1.15 This process was greatly enabled by local authority grant funding from Cycling England. This was distributed to stimulate new training and to increase the number of Level 2 places. It also was a powerful persuading factor for those authorities that claimed that Bikeability would increase costs and therefore they would achieve less training for their investment.
- 1.16 It was clear that there were still a large number of authorities that would not commit to Bikeability. This was particularly true of large shire authorities that utilised hundreds of volunteers to run cycling proficiency. There were also other forms of resistance to the compelling arguments behind Bikeability; this project aimed to clarify what these were.

Structure of this report

- 1.17 This report unites to projects that overlapped and were interrelated; Bikeability segmentation and Bikeability Sales. The work on segmentation was to create the unified data, understand the problems and issues and to prioritise those who were most likely to change. The sales force was created to increase the uptake of Bikeability and the uptake of grant funding for cycle training.
- 1.18 This document is structured as follows:
- Report on Segmentation project
 - Report on the Sales Force project
 - Bikeability supply
 - Recommendations for the future drive of Bikeability
 - Appendices with detailed maps and tables

2. SEGMENTATION

2.1 Bikeability Segmentation set out to create a unified dataset on the attitude of Local Authorities to Bikeability and to categorise them to prioritise future uptake. The work also aimed to understand common problems to feed into the sales project outlined in the next section.

Information on Local Authorities

2.2 Although building capacity in child cycle training was high on Cycling England's agenda it was difficult to get a clear picture of the national situation. Various contractors held important data but this was often not shared or collated in a meaningful format. In some cases the information was held as being confidential and in other cases the opinion on cycle training could be seen as subjective and prejudicial.

2.3 The main aim of this project was to contact all local authorities in England (117 Highway Authorities, not including the 32 London Boroughs) and by means of a semi-structured in-depth interview (guide included in Appendix D), segment them in their attitude to Bikeability and cycle training delivery. Each segment was then described in terms of the common characteristics between each local authority and in discussion with Blue Rubicon to prioritise actions that could move them towards delivery of Bikeability.

Method

2.4 The project consisted of the following phases:

- Project inception
- Design of research methods
- Data collection
- Data Analysis
- Reporting

2.5 The first week of the project was spent designing the questionnaire and interview guide. The interviews were flexible, semi-structured and in-depth and lasted about 20 minutes on average. The questionnaire combined closed questions, for example 'Do you think that you are likely to get Bikeability scheme accreditation in the future?' and semi-structured, open questions, such as 'What is your opinion of the information that is available?'

2.6 The interviews were shared between a team of SDG staff with in-depth knowledge of local authorities and how they deliver cycle training. All of the interviews were written up after completion and included quotes from the respondent, that either illustrated barriers to adopting Bikeability or information that would help future marketing activity.

2.7 Interviews were also carried out with those local authorities that already deliver Bikeability, partly to check on progress and also to see if there were any valuable lessons that could be learnt from their early adoption.

Results

2.8 The main outputs of segmentation were:

- Establishing the characteristics of each segment;
- Identifying the barriers to Bikeability registration; and
- Proposing possible solutions to overcoming the barriers.

2.9 Each of the segments and the proposed solutions, as identified through segmentation, is set out below.

Segment 1: Existing Retailers – Provisionally Accredited Bikeability schemes

Number of authorities¹: 20

2.10 *Description* - These people have been on a journey with Bikeability and were early adopters. Their experiences and feedback is crucial to future volume and capacity. These will be key agents in achieving the future vision of offering training to all children, and they are important in product development. Not all of them will have had the same experience as many of the early adopters will have found the process difficult. Although they may be Bikeability registered they may only be delivering to a fraction of the potential consumers.

2.11 *Issues*

- Feedback on process
- Feedback on information
- Feedback on materials

2.12 *Solutions*

- Testimonials and best practice
- Advertorials and coverage to make them feel part of Bikeability
- Rewards
- Further / regular contact and newsletter

Segment 2: Delivery Agents – Authorities that contract their service to Bikeability suppliers

Number of authorities: 18

2.13 *Description* - Some authorities have contracted out their service from the start, however some are new to this and for some this can be a temporary measure. Although many authorities contract out Bikeability, they still have an in house training scheme. This may be a vestigial service staffed by volunteers although in some cases they may want help to develop their local scheme to Level 1 or beyond.

¹ Number of authorities in each segment immediately after segmentation (Dec 2007)

2.14 *Issues*

- Managing contractors
- Guidance on tenders
- What to do with their existing scheme

2.15 *Solutions*

- Develop tender guidance & best practice
- Building capacity and strategy
- Rewards
- Further and regular contact and newsletter

Segment 3: In Progress – *Authorities currently registering their scheme*

Number of authorities: 1

2.16 Description - This authority was currently working through their application. However our understanding of this segment shows that authorities can get stuck and lose heart with the process.

2.17 *Issues*

- Poor submissions
- Contact problems
- Strategic and operational issues

2.18 *Solutions*

- Telephone support
- Visits
- Additional Consultancy
- Segment 4: The ready and willing

Number of authorities: 17

2.19 Description - This segment is usually well informed and at a tipping point. The initial phone call has triggered them into applying for scheme registration. However once they have tipped it is still possible that issues will occur. These authorities are often concerned about the longevity of Bikeability funding.

2.20 *Issues*

- Maintaining Enthusiasm
- Making registration simple
- Managing timetable
- Submissions before Jan 31st
- Submissions before March 31st
- Helping with grant application

2.21 Solutions

- Regular email and phone contact
- Advertorials and coverage to make them feel part of something
- Rewards

Segment 5: The ill-informed or misinformed

Number of authorities: 18

2.22 Description - This is perhaps the most volatile segment. In some cases the information needed has already been supplied, in others we find that the information issue is actually a smokescreen for inertia or underlying issues. Many in this segment are waiting to see what their neighbours and peers do.

2.23 *Issues*

- Listening to hearsay
- Conspiracy theories and mistrust
- Lack of confidence
- Worries about the long term viability

2.24 *Solutions*

- Clarifying difference between National Standard and Bikeability
- Bikeability Sales Pack
- Testimonials and best practice
- Advertorials and coverage to make them feel like laggards
- Influencing them and their peers

Segment 6: Staff Issues – Authorities that appear to have problems with staffing Bikeability style training

Number of authorities: 15

2.25 Description - This segment contains a collection of staff related problems and issues. The most common is that they supply cycle training through volunteers and transition to a paid workforce of National Standard Instructors is difficult to fund and organise. Another common problem is in recruiting new staff. The other issue related to departmental re-organisations and vacant positions.

2.26 *Issue*

- How can administration of cycle training be devolved to Instructors or the work funded
- Pay-scales, re-grades and recruitment
- Retaining volunteers, conversion and strategy

2.27 *Solutions*

- Recruitment Pack
- Partnership advice
- Higher level lobbying
- Consultancy support

Segment 7: Course Issues – *Authorities that have issues with the National Standard courses and don't want to change what they teach*

Number of authorities: 12

2.28 Description – Much of this is to do with longstanding local methods of provision and a very high level of local ownership. Quite often there is a sticking point with the National Standard or Bikeability and if this is resolved they move to another segment. Sometimes the course issue may be a smokescreen for them really being in the next segment.

2.29 *Issues*

- One or two technical sticking points
- Junior staff in charge of service area
- Inertia

2.30 *Solutions*

- Sales Pack
- Partnership advice
- Higher level lobbying
- Consultancy support

Segment 8: Not Interested – *Authorities that do not want to adopt Bikeability*

Number of authorities: 4

2.31 Description - This segment is characterised by an unwillingness to adopt Bikeability. Often this position has been held by a key member of staff for some time and may be due historical personality differences. These attitudes are often entrenched.

2.32 *Issues*

- Historical opposition to the National Standard
- Issues with the CTC, Assessors or other elements of the National Standard

2.33 *Solutions*

- Finding alternative delivery methods
- Lobbying other staff
- Higher level contact

Segment 9: Unable to contact

Number of authorities: 14

2.34 Description - It is likely that the majority of these authorities fall into segments 6, 7 and 8. However it will become a priority that accurate information is obtained as soon as possible. In some cases there is a staff vacancy or a re-organisation in progress.

2.35 *Issues*

- Holidays
- Illness
- Vacant posts

2.36 *Solutions*

- Contact!
- High level lobbying
- All other actions

Conclusions

2.37 The segmentation calls found that many of the barriers to segmentation could be easily overcome and were often discussed during the interview resulting in a direct conversion.

2.38 During the time between the start of the segmentation calls in October 2007 and their conclusion in December 2007, 3 local authorities applied for Bikeability registration, this was probably as a result of this project and the sales project detailed in the next section.

2.39 Other barriers to registration were more complex and would need further exploration and discussion with the authority. This led to the next stage of the engagement which was entitled Bikeability Sales (this project was also titled Bikeability Local Authority Liaison) and is discussed in the next chapter.

3. SALES FORCE

3.1 Once the segmentation had taken place we had a clear picture of the barriers to delivery of Bikeability and were thus able to target those authorities where we believed conversion was possible.

Customer and Consumer Supply Chain

3.2 From the launch of Bikeability it became clear that any national publicity for the brand would potentially highlight areas where there was no provision. In product terms this meant that supply and demand could not be balanced. This would expose Bikeability to bad press coverage, and more importantly Cycling England's work would be undermined.

3.3 A breakthrough came with Cycling England and Blue Rubicon applying a supply chain model to Bikeability. This analysis allowed us to look at the local authorities and other Bikeability suppliers as retailers and they became our customers. It became clear that a 'sales force' was needed to sell the benefits of Bikeability to these customers. This also re-enforced the need for more personal relationships to be developed with customers to understand and work through their issues with the product.

3.4 The consumers of Bikeability are the children, parents and other trainees and it was clear that building up any consumer demand for the product might expose areas where there was little or no supply.

Method

3.5 It was important that the team were proactive and positive about Bikeability. It was also important that a friendly and supportive approach was used that was based on understanding local government and providing expert advice and accurate information.

3.6 It was important to seek a commitment from Local Authorities to adopt or pilot Bikeability and apply for DfT grant funding before the close of the application process on 1st February 2008. In many cases visits were arranged to help them plan their future strategy and understand how to utilise the funding available.

3.7 In conjunction with support for the individual local authorities the project also involved the following:

- Regional events in conjunction with regional government offices;
- Regional meetings of expert bodies (e.g. LARSOA² and IRSO³);
- Staffing Bikeability stands at conferences.
- Publicity, press activity and general information.

² Local Authority Road Safety Officers Association

³ Institute of Road Safety officers

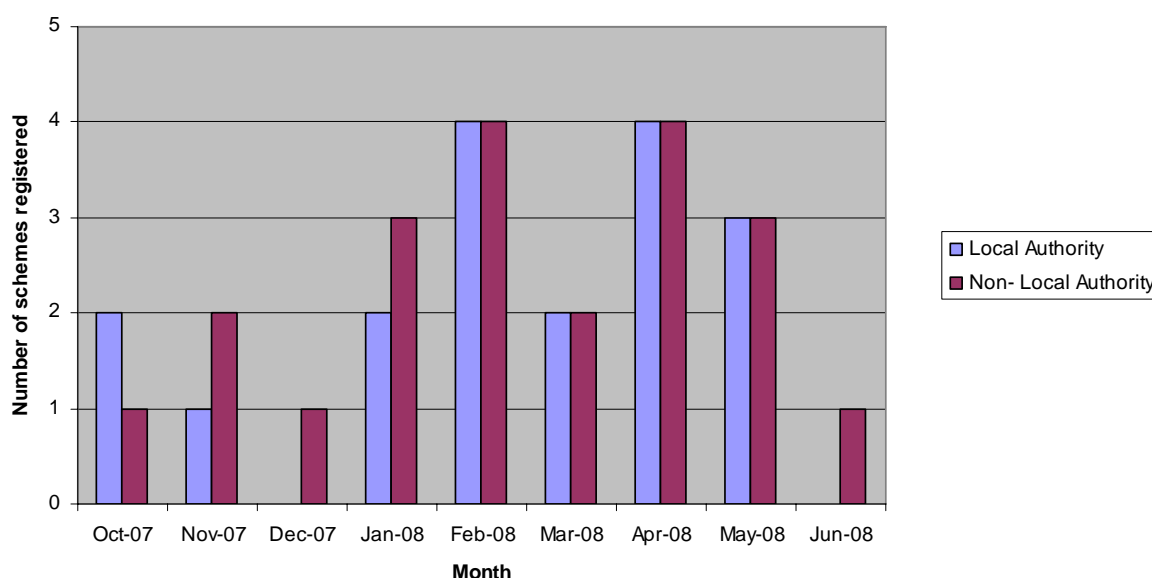
3.8 The provision of information made full use of the Bikeability teams at Blue Rubicon (and the contracted design company Heard Creative) and involved updating the website, creating case histories and advertorials and general information which was all united into a Bikeability Sales Pack.

Results

3.9 15 local authorities registered between January and June 2008 with an additional 4 local authorities and 2 London Boroughs in progress at the time of writing. Further, there were 68 successful applications for the local authority grants totalling a record £3.1M for over 81,000 Level 2 places. This represented a more than 100% increase in authorities applying for grants.

3.10 The numbers of schemes registered during this project are shown in figure 3.1 and it can be seen that once the sales project commenced the number of schemes per month doubled from an average of 3 to an average of 6. The figures for June are based on an incomplete month.

FIGURE 3.1 BIKEABILITY UPTAKE SINCE OCTOBER 2007



3.11 The initial segmentation described in Section 3 of this report accurately captured the concerns and the characteristics of various groups at that time. It was evident from the initial segmentation that authorities could change position very quickly and often the conversation with the authority was enough of a trigger for them to change. As part of the sales project the segments were changed to show more stable segments based on our prediction of their future status.

Take up of Local Authority Grants

3.12 Table 3.1 gives an analysis of local authorities that applied for and grants. It was clear that the sales project had achieved the following:

- Those who applied previously have increased their capacity;

- There were 15 new registrations;
- About a third of local authorities outsource to a Bikeability provider; and
- Many schemes are aiming to register in the future.

TABLE 3.1 APPLICATIONS FOR CYCLE TRAINING GRANTS 08/09 - STATUS IN JUNE 2008)

Status	Number	%	notes
Bikeability registered now	19	28%	Currently Bikeability Registered
Outsourcing	18	26%	Contracting to a Bikeability provider or in the process of
NS – aiming for Bikeability registration	20	29%	Uses National Standard Instructors and is aiming to register as Bikeability
Unknown	11	16%	No clear information – but uses National Standard Instructors

- 3.13 Many local authorities applying for grants for the first time did so as a pilot project. Although this was not an ideal outcome in terms of sales it was a realistic aspiration for them and recognised a longer strategy for transition to Bikeability. It also recognised that the timescale of the grants process did not give them to forward plan effectively. For many authorities their residual scheme is programmed more than 6 months (and often 12 months) in advance. Also for many large scale volunteer based schemes transition would take several years.
- 3.14 Figures 3.2 – 3.5 exhibit the change in Bikeability as a result of the sales project. Now over half of local authorities provide Bikeability either with their ‘in house’ team or through a contractor.
- 3.15 The current coverage of Bikeability can be seen in Appendices A and B. The change in status of local authorities from segmentation in December 2007 to the present is represented in Appendix C.

FIGURE 3.2 BIKEABILITY DELIVERY STATUS OCTOBER 2007

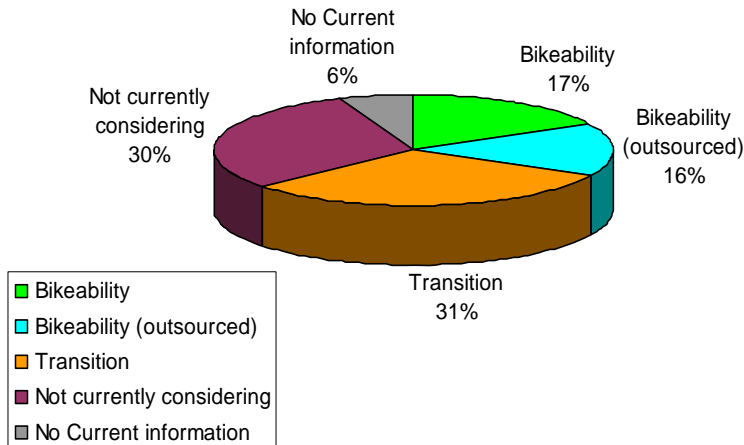


FIGURE 3.3 BIKEABILITY DELIVERY STATUS DECEMBER 2007 (POST SEGMENTATION)

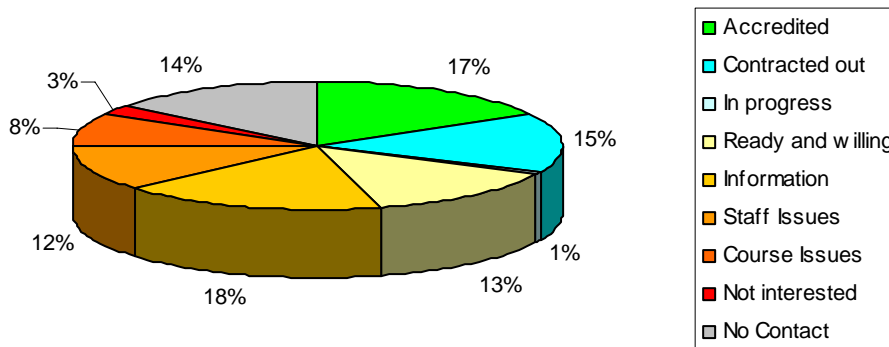
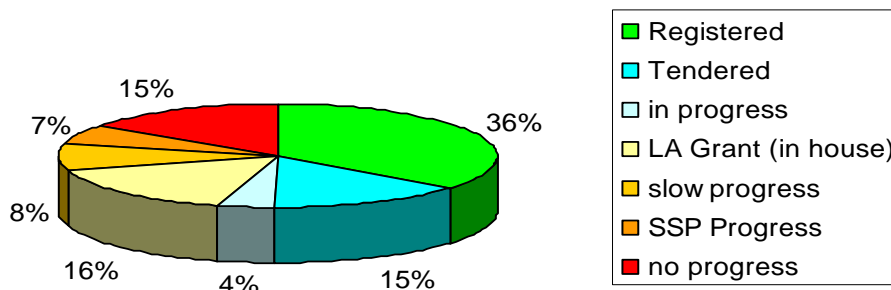


FIGURE 3.4 BIKEABILITY DELIVERY STATUS JUNE 2008



Case Histories

Surrey County Council – Bikeability Registered February 2008

- 3.16 Surrey County Council started planning a change in their cycle training 2 years ago and there was a clear project plan, with staff assigned and budget committed. This plan was arranged with Pete Zanzottera as a consultant through the CTC consultancy panel. Surrey is notable because they are a county council who originally delivered their course with a large number of volunteer instructors and casual staff. This year they trained up to 60 of these to become National Standard trainers. The sales project gave additional drive for Surrey to work through changes to their scheme and register their scheme. Surrey was also used as an example of good practice and featured in an advertorial.

Warwickshire County Council – Bikeability Registered April 2008.

- 3.17 Warwickshire County Council chairs the Mercia Region road safety group. This area had previously been very sceptical of the National Standard and there was little appetite for Bikeability. After several phone conversations with Stoke on Trent and Warwickshire Pete Zanzottera was invited to the December meeting of the Mercia group to give a presentation and answer questions. Soon after this meeting Warwickshire rang and asked for help to bid for a local authority grant. Pete visited them in January and they have obtained a grant and will be using it to run a Bikeability pilot in Nuneaton and Bedworth. They successfully registered their scheme soon after.

Bradford Metropolitan District Council – Bikeability Registered May 2008.

- 3.18 Bradford Road Safety unit has historically had little interest in the National Standard or Bikeability. Their Cycling Officer was preparing a bid to become a Cycling Demonstration Town and at the same time they were considering an application for grant funding. When it became known that they would have to be more compliant with the National Standard to proceed with both a meeting was convened with Pete Zanzottera. As a result they have a grant to run a pilot project and now have a registered scheme. They are also looking at partnership work with other agencies.

Durham County Council – contracting out

- 3.19 Durham County Council were very keen on the idea of delivering Bikeability but were facing problems with recruiting trainers and financing the instructor training courses. This was compounded by problems with their local instructor training provider. Durham considered the idea of setting up a partnership with the primary care trust (PCT) in Easington who were already running a Bikeability scheme with neighbourhood renewal funding, however this did not seem likely to get off the ground. Following a visit with Alan Kennedy, the Road Safety Officer at Durham County Council, they decided to look into the idea of outsourcing their Bikeability training. Durham obtained a sizeable local authority grant and are outsourcing delivery.

Visits and Presentations

- 3.20 Appendix E lists the meetings and events attended by members of the Steer Davies

Gleave Bikeability team during the course of the sales force project. Minor meetings and internal project meetings are not listed. The overall purpose of these meetings was to promote the uptake of Bikeability, which included provision of technical support in preparing grant applications and assisting with the scheme registration process.

Communications, Sales Pack and Resources

- 3.21 A large part of this project was about influencing local authorities. The project team therefore conducted much of the project in the spoken word. The Steer Davies Gleave project team worked closely with Blue Rubicon and Heard Creative as part of a bigger team.
- 3.22 This report does not contained a detailed documentation of the partnership work behind the communications activity which included:
- Production of Sales Pack
 - Website Updates
 - Product price changes
 - Advertorials and case histories
 - Regional recruitment support
 - Rewards for registered schemes
- 3.23 This project also involved working closely with the Department for Transport Cycling and Walking Team throughout the grants process and as part of other communications activity such as ministerial announcements.
- 3.24 It is important to note that the outcomes of this project are actually the outcomes of the co-ordinated work of the whole Bikeability team, and of Cycling England. The environment in which local authorities have changed their stance on Bikeability has been heavily influenced by many actions most notably the release of funding and the selection of Cycling Demonstration Towns.

4. BIKEABILITY SUPPLY

- 4.1 This section of the report is intended to reflect the current position on Bikeability supply – ie the availability of Bikeability training across England. This can be most accurately seen in Appendices A and B.

Targets

- 4.2 The overall targets for Bikeability are an additional 500,000 children trained to Level 2 by 2012 since the start of the scheme. However, this should be quite easy to achieve if current progress is maintained. The overall aspiration to increase cycling amount, trips and safety as part of Cycling England's mission statement is more challenging. In order to achieve a completely smooth supply chain Level 2 training should be available to every child in England.
- 4.3 In order to achieve these targets, Bikeability will need to be available in every primary school (or at least available to all primary school children); Level 3 training should also be available in every area. At present, little is known about the availability of Level 3 training, which is thought to be far less widespread than Levels 1 and 2.

Coverage

- 4.4 The extent of Bikeability coverage (availability) can be inferred from the pattern of funding applications across the country. The local authority grant process and school sports funding gives a very clear understanding of the availability in an area, although as yet this is not mapped to individual schools. The picture in London is covered in an annual report from TfL that is due to be published soon.
- 4.5 That said, the total amount of Bikeability that is currently being provided by authorities is not known. For authorities like York a large amount of Bikeability provision is currently available and not funded by Cycling England. Since not all Bikeability schemes use the award system this cannot be easily estimated other than by direct contact with each Bikeability scheme.

Independent Sector

- 4.6 The independent sector, including sole trader instructors and small private organisations, currently provides a significant amount of Bikeability training. Much of this is directly outsourced through local authorities or school sports partnerships. However in many places (particularly in London) there is a notable amount of private cycle training that is taking place and information on the extent of this type of provision has not been collected to date.
- 4.7 The independent sector continues to grow and the providers are mapped in Appendix B. This map also includes the Instructor Training Centres.

School Sports Partnerships

- 4.8 In 2007 the first tranche of SSP funding was allocated by Cycling England through the Youth Sport Trust. These SSPs are included in the Map in Appendix B. A parallel

project is currently working on encouraging SSP provision across England. SSPs in areas where there is no availability of Bikeability currently have been given the highest priority.

5. RECOMMENDATIONS

Supply and demand

- 5.1 Through our work we have a good understanding about whether Bikeability is available in each local authority area. However this does not indicate the actual capacity to provide training places and the geographical coverage. A more accurate coverage map may be needed to reduce risk.
- 5.2 It is recommended that closer links between Bikeability and TfL should be made (this may be through a better link with the CTSB). Although TfL are not formally part of the CTSB as they are not a national organisation, the weight and value of cycle training in London should be recognised. Currently there are good informal links through the London Cycle Training Partnership as well as informal links with the DfT and Cycling England.

Funding

- 5.3 Most local authorities set their budgets from October and the practicalities of the summer cycle training programme are being set up between January and March. The release of Cycle training grants should be made earlier to co-ordinate with this.
- 5.4 In pure terms Bikeability is undermined by funding being given to 'National Standard' training schemes. In future funding should only be given to Bikeability training schemes.
- 5.5 It is also suggested that awarding the funding in two separate tranches would further encourage more authorities to take up Bikeability. If this is not possible then a pool of minor grants could be made available for those who would like to pilot training or try innovative or new approaches.
- 5.6 Funding only Level 2 Bikeability is restrictive and does not guarantee achievement of the overall aims of Cycling England. Specific funding for Level 3 should be introduced in the future.
- 5.7 The amount and priorities for instructor training bursaries are still not widely known. Once these have been decided a small scale information campaign may be helpful. This could be provided alongside support on recruitment and retention which is often sited as an issue for local authorities, TfL and some private companies.

Targets

- 5.8 A detailed analysis of supply should enable a trajectory to be built to the target of an additional 500,000 level 2 places.

Data Collection

- 5.9 At present data is collected from funded schemes by the DfT and the Youth Sport Trust. The 2008/09 reporting for grant funded local authorities is currently being designed. To get a comprehensive picture on cycle training there is a need to get data from all Bikeability schemes.

- 5.10 All funding should come with an expectation that data is collected for use by the CTSB and Bikeability. Data sets for local authority and SSP grants should be as compatible as possible.
- 5.11 A small scale project to work out the residual capacity for Bikeability should be undertaken. Residual capacity is the number of Bikeability places that are not funded by cycling England Grants.

Bikeability Brand

- 5.12 It is clear from the work on segmentation that maintaining brand loyalty with existing customers is important. The development of newsletters and the news area of the Bikeability website should be continued.
- 5.13 The development of Black badges for instructors that are part of Bikeability schemes was a direct output of this project. These have proved very popular and the initial stock has run out. We recommend that a new stock is procured to cover the next year and that the black badges are made part of future arrangements with accrediting bodies.
- 5.14 Bikeability is likely to continue to have a very good name amongst consumers (recipients of training) for sometime to come. However, the segmentation and sales projects have uncovered some of the true perceptions amongst customers (retailers of the product). The continued focus on customer service for Bikeability contractors should be closely monitored as part of any future contracts.
- 5.15 Bikeability customers are an important link with consumers and they should be consulted annually on their satisfaction and any ideas that they have for product development.
- 5.16 Neighbouring local authorities have considerable influence with each other and regional groups are very useful in influencing the perception and take up of Bikeability. The wider Bikeability team should continue to take opportunities to present and answer questions at regional meetings where there is a strategic value.

3rd Party Scheme Registration

- 5.17 At present, local authorities that contract out their cycle training to a Bikeability provider can register as Bikeability providers themselves through the 3rd party scheme registration process. This process was brought about in recognition of the fact that a number of local authorities offer Bikeability training through a registered provider. Some authorities delivering Bikeability in this way had asked to be recognised as providers, but before the 3rd party process was introduced there was no means for recognising this delivery method.
- 5.18 Currently many of the local authorities that contract out their service have not applied for 3rd Party Registration. The reasons should be investigated and the process amended.

APPENDIX A
BIKEABILITY SEGMENTATION STATUS JUNE 2008

Description of Segments

Accredited and Active SSPs – The authority is Bikeability Registered and currently draws down SSP grants.

Accredited - The authority is Bikeability Registered.

Contracted out – The authority currently contracts to a Bikeability provider.

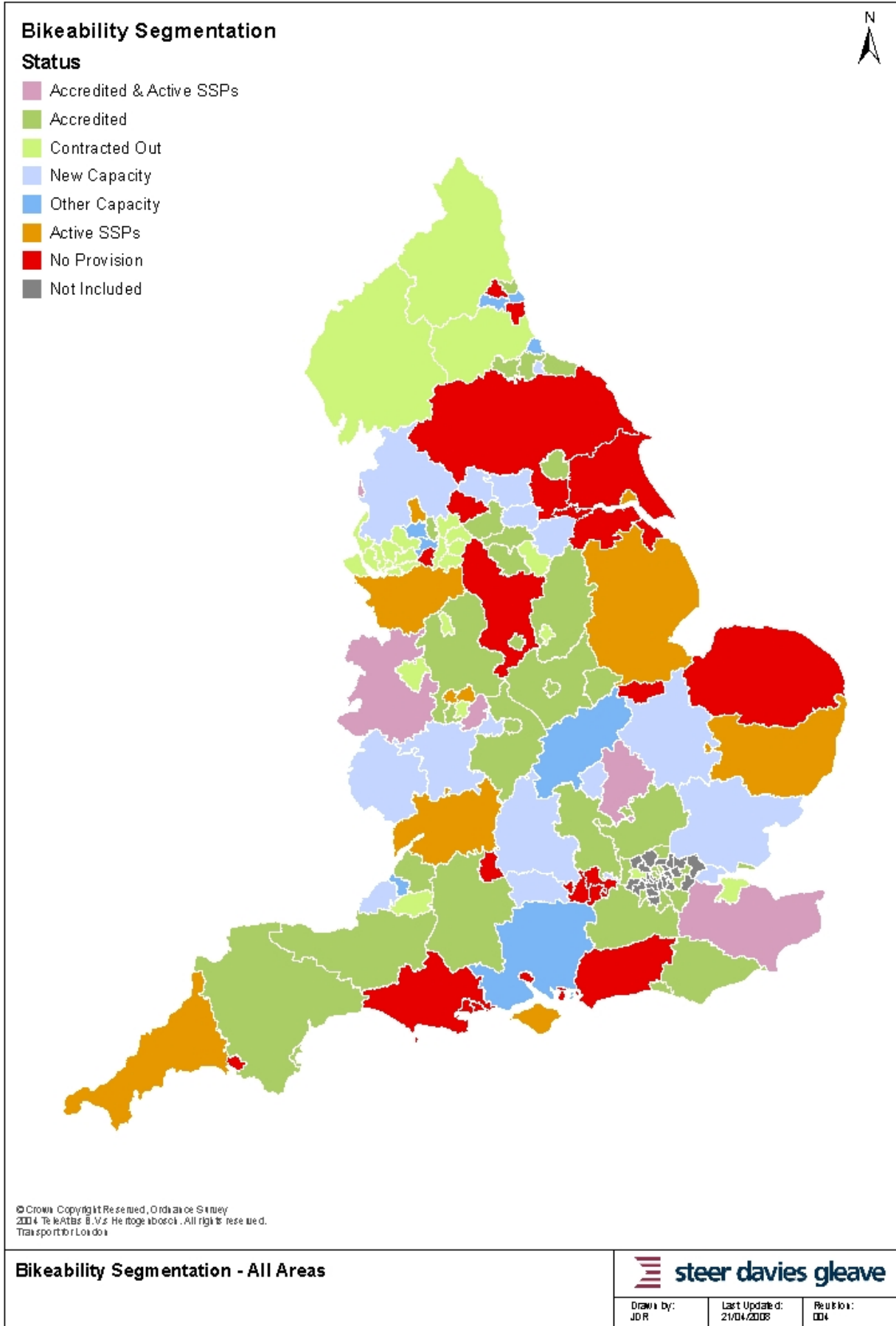
New Capacity – The authority is not registered but is running a small scale pilot.

Other Capacity – The authority is not registered but has a grant that is larger than a pilot scheme but not enough to provide good coverage.

Active SSP – The authority currently is not registered but SSPs are receiving funding to provide Bikeability.

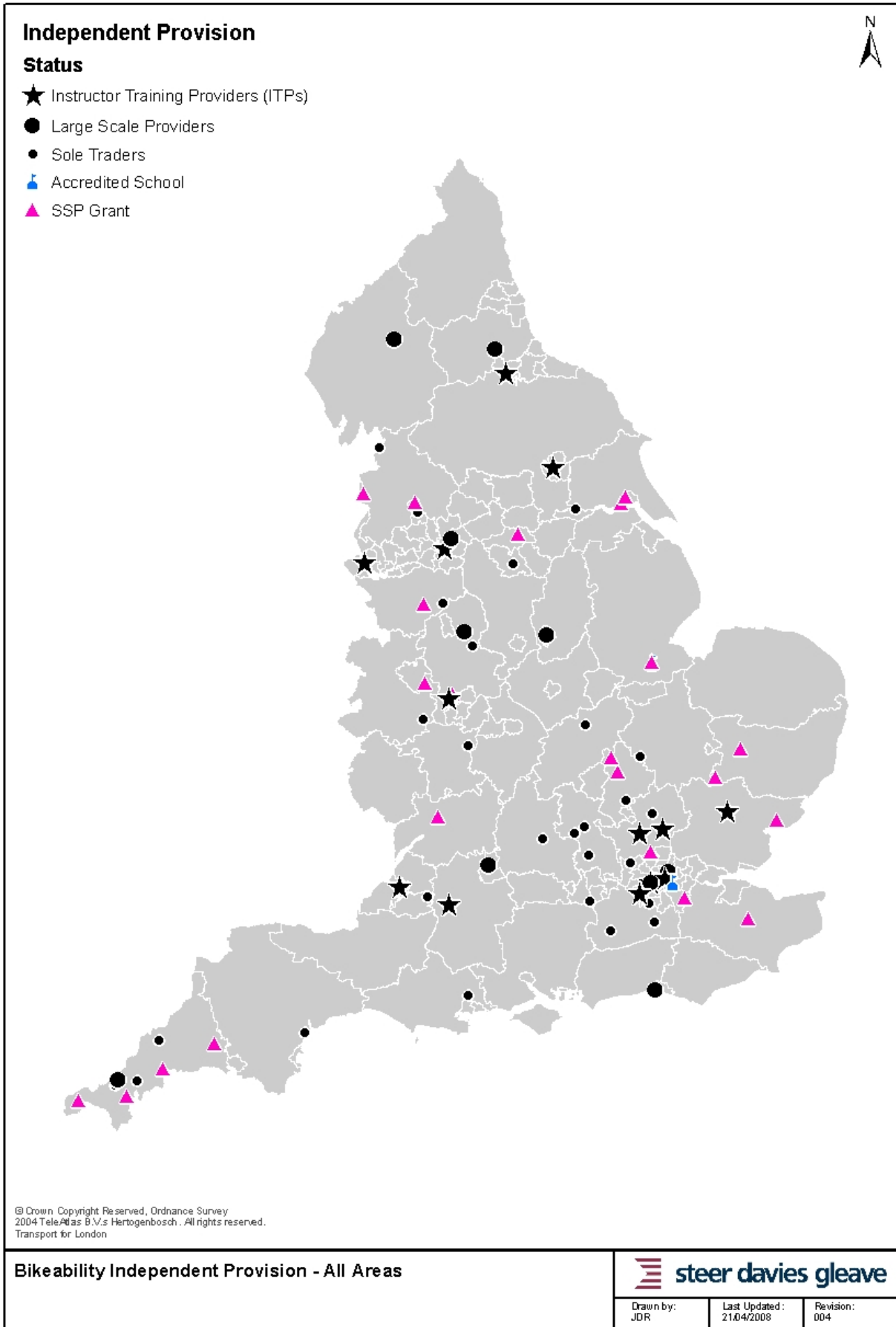
No Provision – The authority has no Bikeability provision.

Not Included – London Boroughs are not included in this report.



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APPENDIX B
BIKEABILITY INDEPENDENT PROVISION JUNE 2008



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APPENDIX C
LOCAL AUTHORITIES - BEFORE AND AFTER

C1. LOCAL AUTHORITIES – BEFORE AND AFTER

C1.1 The following table contains perceived position of each local authority after segmentation and at the end of the project.

APPENDIX: TABLE C1.1 LOCAL AUTHORITIES - DEC 07 TO JUN 08

Local Authority	Status post segmentation December 2007	Current Status June 2008	Suggested reason for change
Barnsley Council	Registered	Registered	
Bath and Northeast Somerset	Contracted Out	Tender In progress	SDG Support
Bedfordshire County Council	Registered	Registered	
Birmingham City Council	Registered	Registered	
Blackburn with Darwen BC	No contact	LA Grant - delivery unknown	LA Grant - & SSP grant
Blackpool Borough Council	Expected Submission	Registered	SDG support
Bolton MBC	Mis-Informed	Contracted out - BikeRight	SDG support
Bournemouth	Not Interested	No progress	
Bracknell Forest Borough Council	Personnel Issues	No progress	
Brighton & Hove City Council	Registered	Registered	
Bristol City Council	Personnel Issues	LA Grant - in house	LA Grant
Buckinghamshire County Council	Registered	Registered	
Bury	Expected Submission	Registered	SDG support
Calderdale	Mis-Informed	No progress	
Cambridgeshire County Council	Expected Submission	Some progress	CDT application
Cheshire	Not interested	In progress - SSP	SDG support
City of Bradford MDC	Not Interested	Registered	Complex - SDG support
City of York	Registered	Registered	
Cornwall County Council	Not Interested	SSP provision	SSP progress - local
Coventry City Council	Registered	Registered	
Cumbria	Expected Submission	Contracted out - Cyclewise, & progressing registration	SDG support
Darlington Council	Registered	Registered	
Derby City Council	Registered	Registered	
Derbyshire County Council	Personnel Issues	No progress, some SSP interest	SDG support
Devon County Council	Registered	Registered	
Doncaster MBC	Course Issues	Contracted out - Pedal Ready	LA Grant & SDG support
Dorset County Council	Personnel Issues	No progress	
Dudley MBC	Expected Submission	Registered	SDG support
Durham County Council	Mis-Informed	Contracted out - Cycling Solutions	SDG Support
East Riding of Yorkshire Council	Mis-Informed	No progress - SSP	
East Sussex County Council	Registered	Registered	
Essex County Council	No contact	LA Grant - in house	LA Grant
Gateshead Metropolitan Borough Council	Mis-Informed	LA Grant - in house	LA Grant & SDG support
Gloucestershire	Mis-Informed	Some progress	SDG support
Halton	Contracted Out	Contracted out	
Hampshire County Council	No contact	Tender In	LA Grant

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Local Authority	Status post segmentation December 2007	Current Status June 2008	Suggested reason for change
		progress	
Hartlepool Borough Council	No contact	LA Grant - in house	Ken Spence contracted support
Herefordshire Council	No contact	LA Grant - in house	LA Grant & SDG support
Hertfordshire County Council	Registered	Registered	
Hull City Council	Course Issues	SSP provision	SDG support
Isle of Wight	Expected Submission	In progress	SDG support
Kent	Expected Submission	Registered	SDG support
Kirklees Met District Council	Expected Submission	Registered	SDG support
Knowsley	Contracted Out	Contracted out - Cycling Solutions	
Lancashire County Council	Not Interested	LA Grant - in house	LA Grant & SDG support
Lancaster City	Contracted Out	Contracted out - Furniture matters	
Leeds City Council	Expected Submission	Some progress	SDG support
Leicester City Council	Registered	Registered	
Leicestershire County Council	Expected Submission	Submission in progress	SDG support
Lincolnshire Road Safety Partnership	Personnel Issues	No progress - SSP	
Liverpool City	Contracted Out	Contracted out	
Luton Borough Council	Registered	Registered	
Manchester City Council	Contracted Out	Contracted out - Bikeright	
Medway Council	No contact	Submission in progress	SDG support
Mersyside (inc constituent LAs)	Contracted Out	Contracted out	
Middlesbrough Borough Council	Mis-Informed	LA Grant - in house	SDG visit
Milton Keynes Council	No contact	Some progress	SDG support
North East Lincolnshire Council	Personnel Issues	SSP provision	SDG support
Newcastle upon Tyne	Personnel Issues	Some progress	SDG support & local changes
Norfolk County Council	No contact	No progress	
North Lincolnshire Council	Mis-Informed	No progress - SSP	
North Somerset Council	No contact	LA Grant - in house	LA Grant & SDG support
North Tyneside Council	Registered	Registered	
North Yorkshire County Council	Course Issues	No progress	
Northamptonshire County Council	Expected Submission	LA Grant - in house	SDG support
Northumberland County Council	Mis-Informed	Tender In progress	SDG support
Nottingham City	Mis-Informed	Contracted out - Ridewise	SDG support
Nottinghamshire County Council	Expected Submission	Registered	SDG support
Oldham City Council	Contracted Out	Contracted out - Bikeright	
Oxfordshire County Council	No contact	LA Grant - mixed	SDG support
Peterborough City Council	Personnel Issues	No progress	
Plymouth City Council	Course Issues	No progress	
Poole Borough Council	Course Issues	No progress	
Portsmouth City Council	Course Issues	No progress	
Reading Borough Council	No contact	Some progress	SDG support
Redcar & Cleveland	Registered	Registered	
Rochdale MBC	Contracted Out	Contracted out	
Rotherham MBC	Personnel Issues	Contracted out	LA Grant & SDG support

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Local Authority	Status post segmentation December 2007	Current Status June 2008	Suggested reason for change
Royal Borough of Windsor and Maidenhead	No contact	Some progress	SDG support
Rutland County Council	Mis-Informed	Registered	SDG support
Salford	Expected Submission	LA Grant - mixed prob Bikeright	SDG support
Sandwell	Contracted Out	Some progress	local changes & regional group
Sefton	Contracted Out	Contracted out	
Sheffield City Council	Registered	Registered	
Shropshire	Personnel Issues	Registered	SDG support
Slough	Course Issues	LA Grant - in house	LA Grant
Solihull Metropolitan Borough Council	Course Issues	LA Grant - in house	Funding for instructor training was a major issue during segmentation.
Somerset	No contact	Submission in progress	SDG support
South Gloucestershire County Council	Registered	Registered	
South Tyneside Metropolitan Borough Council	Personnel Issues	LA Grant - in house	LA Grant
Southampton City Council	Personnel Issues	No progress	
Southend on Sea	Expected Submission	Registered	SDG support
St Helens	Contracted Out	Contracted out - Cycling Solutions	
Staffordshire County Council	Expected Submission	Registered	SDG support
Stockport City Council	Contracted Out	Contracted out - Bikeright	
Stockton-on-Tees Borough Council	Expected Submission	Registered	SDG support
Stoke on Trent	Course Issues	Contracted out - Cycling Solutions	SDG support
Suffolk County Council	No contact	No progress	
Sunderland City Council	Personnel Issues	Some progress	
Surrey County Council	Expected Submission	Registered	SDG Support
Swindon Borough Council	Personnel Issues	No progress	
Tameside	Contracted Out	Contracted out - Bikeright	
Telford & Wrekin	In progress	In progress	
Thurrock Council	Course Issues	LA Grant - in house	
Torbay	Personnel Issues	Registered	SDG support
Trafford	Mis-Informed	No progress	
Wakefield	Mis-Informed	Some progress	SDG Support
Walsall Metropolitan Borough Council	Course Issues	Progress - SSP	SDG Support
Warrington	Contracted Out	Contracted out	
Warwickshire	Mis-Informed	Registered	SDG Support
West Berkshire	Course Issues	LA Grant - in house?	SDG Support
West Sussex County Council	No contact	No progress	
Wigan	Contracted Out	Contracted out - Bikeright	
Wiltshire County Council	Registered	Registered	
Wirral MBC	Contracted out	Contracted out - Cycling Solutions	
Wokingham	Mis-Informed	No progress	
Wolverhampton	Expected Submission	In progress	SDG support & local changes
Worcestershire County Council	Mis-Informed	LA Grant - in house	SDG Support

APPENDIX D
SEGMENTATION - INTERVIEW GUIDE

D1. INTERVIEW GUIDE

Hi - My name is and I'm ring on behalf of Cycling England. I would like to record this call as I may want to transcribe it later. We may want to quote something you say but it won't be attributed to you.

I'm ringing to talk to you about cycle training. I'd like to speak to some-one who understands how you organise this service, are you the right person?

We are ringing because Cycling England is about to release information for funding for next financial year (2008 / 09). *Give details - agreed by Blue Rubicon*

If they are Bikeability Accredited then we should know and the script will divert now!

Can you tell us who is involved in delivering cycle training in your organisation? *we need to find out if they are in Road safety / smarter choices / other work area. Is they a partnership involved if so who are these partners and does it involve sharing budgets and / or targets. Is their cycle training linked to school travel plans or any other initiative?*

Is there anyone else who delivers cycle training in your area? *If there is we need to find out how they relate to them.*

How much do you know about Bikeability and the National Standard for Cycle Training?

What is your opinion of the information that is available?

Do you have any trained National Standard Instructors in you team?

What course do you teach *Is it your own scheme that you have developed or do you use a manual from somewhere else. Do you use reference materials from other sources?*

Do you think that you are likely to get Bikeability scheme registration in the future? *Do they have a plan to integrate it more etc*

Do you have any specific issues about Bikeability that you'd like to tell us about?

APPENDIX E
MEETINGS AND VISITS

E1. DETAILS OF VISITS

Date	Meeting / Event	SDG Staff	notes
11/12/07	DfT & Blue Rubicon	PLZ, SDH	Project meetings
13/12/07	Mercia Road Safety meeting	PLZ	Presentation and Q & A
18/12/07	Isle of Wight	PLZ	Meeting to assist progress
9/1/08	Middlesbrough City Council	VSS	Meeting to assist progress
9/1/08	Durham County Council	VSS	Meeting to assist progress
15/1/08	Nottingham City Council	PLZ	Meeting to help with grant application and outsourcing
16/1/08	Walsall	PLZ	Meeting to help with grant application and strategy
18/1/08	Warwickshire	PLZ	Meeting to help with grant application and strategy
24/1/08	Midlands school travel forum	PLZ	Presentation and Q & A
4/2/08	Blue Rubicon	PLZ, SDH	Progress meeting
7/2/08	DfT	PLZ	Project Meeting
25/2/08	West Midlands Cycling Forum	PLZ	Bikeability Q & A and advice on regional Bikeability partnership
5/3/08	Bolsover District Council	PLZ	Meeting to discuss sports linkages and scheme registration
11/3/08	Youth Sport Trust	PLZ, ADL, SDH	Meeting to discuss SSP provision
12/3/08	Kirklees	PLZ	Meeting to finalise registration ahead of ministerial visit
13/3/08	CTC Conference Leeds	PLZ	Presentation and Q & A
19/3/08	Bradford	PLZ	Meeting to discuss strategy & scheme registration
25/3/08	CTC Conference – Bath	PLZ	Presentation and Q & A

CONTROL SHEET

Project/Proposal Name: BIKEABILITY SALES TEAM

Document Title: Final Project Report

Client Contract/Project Number:

SDG Project/Proposal Number: 207742

ISSUE HISTORY

Issue No.	Date	Details
1	13/06/08	Draft
2	04/07/08	Final Report

REVIEW

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