

Colchester Cycling Town

Delivery Strategy

October 2008



Colchester Cycling Town Project

Delivery Strategy

1. INTRODUCTION

This document outlines the strategy to encourage cycling in Colchester and forms the rationale behind the town's programme of work in support of its inclusion in Cycling England's Cycling Towns' programme. The strategy will guide the prioritisation of projects and initiatives set out in the original bid for Cycling Town status and the subsequent award of funding to enable £4.2M to be invested over the period 2008/9 to 2011/12.

2. BACKGROUND & SCOPE OF STRATEGY

In July 2008 Colchester was accepted onto the Cycling Towns' programme overseen by Cycling England and supported by the Department for Transport. The inclusion of the town into this programme and the opportunities afforded by the award of funding, allows the promotion and encouragement of cycling and the development of a comprehensive cycle network to proceed at a faster pace than previously had been anticipated.

This strategy document articulates the priorities needed within the town to improve conditions for cycling. The document:

- Sets the policy context for cycling within the planning and transportation plans for the town as a whole
- Incorporates the sentiments and priorities in the original bid for Cycling Town status
- Takes account of wider expectations within the Cycling Town programme
- Forms a bridge with other parallel initiatives in the town being undertaken by a range of other partners



The remainder of the document covers:

- Strategic Policy Context
- Vision, aims and objectives for cycling
- The current problems and opportunities for cycling
- The main elements of the strategy
- How the project will be delivered by the partners involved
- The draft implementation plan
- How the programme and the projects will be monitored



It is anticipated that the strategy will be reviewed and updated through an annual performance review such that action can be taken to change priority areas as required. Although the strategy is linked to the Cycle Town award period, it is very much intended that the impetus

achieved be maintained beyond the life of the initial funding, such that increased cycling activity reaches the critical mass necessary to make cycling an important contributor to the sustainable lifestyle the town is seeking through its various strategic programmes.

3. STRATEGIC POLICY CONTEXT

Cycling in Colchester is set within the context of a number of important community planning, spatial development and transport planning documents the most important of which are:

- Colchester Local Development Framework Core Strategy
- Colchester Community Strategy
- Essex Local Transport Plan

It is not the place to describe these contextual documents in detail here, but brief details are helpful in showing that cycling is a key activity in achieving a range of strategic outcomes which are being sought to regenerate the town, accommodate growth, promote sustainable lifestyles, address transport issues and generally improve the overall quality of life for residents and visitors alike.

The LDF contains a land use and development strategy guiding the town over the period up to 2023. Cycling is cited as a key mode of travel which helps the town to grow sustainably over the plan period. The umbrella community strategy which has been produced by the Colchester 2020 partnership similarly, in its action plans, cites cycling as a key mode of travel to enable

accessibility to key parts of the town and as a means of combating problems concerned with traffic congestion and climate change. The County Council's Local Transport Plan sets out a broad transport strategy for the whole of Essex and contains specific targets to increase levels of cycling, particularly in key towns such as Colchester in order to reduce congestion, improve accessibility, combat air quality problems and improve road safety.

References to these key documents can be found at the end of the strategy in the bibliography. Appendix four contains the a plan of the new development areas and their relationship to the key transport corridors and land uses together with cycle routes in the town.



VISION

The bid envisaged that Colchester would by 2011 be a place ***where cycling is a natural choice of travel for a significant and growing number of residents, workers and visitors benefiting from easy access to key locations.***

Where we are now: Colchester is not a town which is considered either regionally or nationally as a place notable for its cycling.

Where we want to be: we want cycling to feature at the heart of an improved town, be recognised as a cycling town and aspire to have facilities of “European” quality.

In order to articulate the vision the strategy seeks to appeal directly to new generations of cyclists by targeting a range of new audiences exploring possible areas of motivation including:

- Economy of cycling as an alternative to car travel
- Enjoyment of cycling through a range of experiences both for work through to family rides and events
- Simplicity of cycling through a legible and identifiable network
- Making it fashionable to cycle by linking cycling to innovation, convenience and social responsibility
- Integrating cycling within activities for younger people and to improve health

4. AIMS, OBJECTIVES & TARGETS

The aim of the strategy at its simplest is **to achieve greater numbers of people cycling more often in Colchester** by providing a lasting legacy of:

- First class cycling infrastructure upon which to cycle
- An environment which encourages, promotes, educates and trains people to cycle safely across a range of age groups and covering all aspects of daily life

Specific objectives for the strategy to concentrate upon are contained below and are a mixture of targeted cycling orientated outcomes together with those aimed at integrating cycling within other aspects of work being undertaken in the town.



4.1. Targets

1. To increase the number of cyclists cycling regularly by at least 75% over the life of the initial plan period
2. To increase the mode share of children cycling to targeted schools to 10%
3. To double the number of people travelling to targeted work places by bike
4. To increase the number of people travelling to the town centre by bike by 50%
5. To increase the number of cyclists travelling to the towns 3 rail stations by 50%

4.2. Cycling Specific Objectives

1. To improve the levels of satisfaction with cycling
2. To introduce an enhanced level of training for children and adults
3. To provide a first class network of interconnecting routes which form an identifiable core network upon which to cycle both within the town and beyond into the wider hinterland
4. To improve accessibility by cycle specifically to:
 - o The town's railway stations:
 - o The town centre
 - o Other key land uses such as the University, Colchester Institute, areas of regeneration, major business parks and the General Hospital
5. To promote cycling directly through a range of initiatives and smarter choices programmes which aim to draw in new and existing users
6. to work closely with all groups, directly encouraging cycling as part of promoting best practice and improving delivery mechanisms



4.3. Objectives for Integrating Cycling within Other programmes

1. To maximise the opportunities cycling can play in reducing congestion
2. To promote a safer cycling environment on the highway network
3. To achieve good sustainable accessibility to new areas of growth in the town
4. To help reduce the town's carbon footprint and improve air quality in Colchester where problems are already apparent
5. To improve quality of the urban environment particularly in the town centre around the High Street
6. to improve levels of fitness and increase physical activity
7. to help promote the town as a centre to visit for cultural and other tourism attractions
8. To promote sustainable travel planning and improve accessibility to key destinations through a range of smarter choice programmes with key partners both in the public and private sectors

The target areas above will require the gathering of base data and this will be collected as part of a comprehensive monitoring strategy which will underpin the evaluation of the project over the course of its 2 to 3 year period.

The objectives above will be delivered through a range of strategy elements which are described below. Wherever possible the objectives will be monitored by recording inputs (resources used to achieve the objectives) outputs (tangible products achieved or carried out) and outcomes

(changes in behaviour and more cycling activity). Where quantification is not possible a range of qualitative assessment will be recorded such as opinions or users' experiences.



5. CYCLING IN COLCHESTER TODAY - PROBLEMS AND OPPORTUNITIES

5.1. Today's situation

Colchester is a large self contained town in north Essex with an urban population of around 115,000. Beyond the urban area lies a rural hinterland of medium and small villages. Self containment levels in the town are high with 68% of residents working in Colchester. For those working outside the town the 3 rail stations act as a draw for commuting to destinations such as London, Chelmsford and Ipswich; 7% of those of working age commute by train with the busiest station, Colchester North, handling over 4 million passenger movements per annum.

The town has an existing cycle network made up of a mix of on-road, quiet streets and dedicated paths. This though is incomplete and existing routes suffer from some remaining barriers and so do not provide continuous paths to the town centre and other destinations.

From recent travel diary surveys 4% of people cycle regularly. The town's regular cycle monitor based on 10 continuously monitored sites record daily flows of up to 300 cyclists per day. All the automatic monitoring sites have seen increases in cycling activity with a 25% growth witnessed in 2007. For educational trips secondary school's cycle modal share can under favourable circumstances be as high as 21%, but typically it averages 5%.

Training is provided to primary school children in years 5/6 through the County Council's Essex Cyclist Training Scheme. This scheme offers training to all schools and at present 21% of children take up this training offer. The ECS has been compared with Bikeability and has adjudged to be equivalent to Bikeability Level 2.



5.2. Previous activity to promote cycling

Cycling has always been identified within Colchester as a key means of improving accessibility and reducing congestion as part of a sustainable transport strategy. Extensive efforts have been made over the past 15 years to improve basic levels of infrastructure and to promote cycling. Examples of this activity are visible in the town's cycling infrastructure; its inclusion on the National

Cycling Network (routes 51 and 1 pass through the town and route 13 is being planned); the Safer Routes to Schools programme in which the Gilbert School, The Philip Morant School and the Highwoods Primary school were pilots; in the numerous guides and maps available to help cyclists plan their journeys or undertake short leisure rides; promotion through activities such as Bike Week, and in the successful cycling organisations of which Colchester Cycling Campaign is perhaps the best known.

Cycling has become a mainstream activity in travel planning for businesses and schools, and all major planning applications contribute through planning agreements to cycling infrastructure complementary to their developments. Similarly cycling has been included as a prominent planning and transport objective in strategic plans produced by the County and Borough Councils.

Despite this activity cycling numbers remain low relative to other modes. In the recent survey of travel patterns undertaken in 2007 4% cycled regularly and across a cordon of cycle monitors leading to the town centre the average daily flow was under 500 cyclists per day in 2007.

5.3. Assessment of problems

A self assessment of the town's cycling infrastructure has been conducted using the wide range of experience that the various partner organisations have. This has concluded that:

- 10% of the network is excellent;
- 30% good with the potential to be excellent
- 30% of the network is adequate
- 30% of the network is poor



This suggests that users' experiences are likely to be patchy, and because radial routes leading to the town centre are likely to be on a range of on and off road facilities plus ordinary roads that most journeys are likely to encounter a certain element of poor or merely adequate facilities. Probably for this reason alone the experience will not match up to any expectation raised by promotional or marketing activities which purport to persuade people to cycle.

Coupled with the adequacy of the cycle network are a number of perceptions about cycling which have been cited as posing problems:

- Significant gaps in the network particularly in the town centre where the national network routes 1 and 51 should join together
- Lack of any advisory route network which guides cyclists from residential areas to the principal links in the towns designated cycle network
- Lack of knowledge of what the cycle network is and how to use it to good advantage coupled with the need to improve the current cycle map and renew the strategy for directional signing
- Perceived safety issues of cycling on the road
- Severance such as the limited opportunities to cross the A133, Balkerne Hill, Southway and Westway dual carriageway distributor roads, main rail line and river Colne
- One way systems particularly High Street, Queen Street and Head Street which prevent radial cycle routes from joining together in an easy to understand manner
- Lack of long stay parking facilities and insufficient or poorly located short stay cycle stands: particularly at north Station and the town centre but also at workplaces
- Fear of bike theft particularly in the town centre and at Colchester North Rail station
- Topography with certain town centre approaches accessible via moderately steep inclines such as North and East Hill

In summary the problems are insufficient numbers of people already cycling for the activity to reach a critical mass, a range of facilities which are not attractive to new users to try and a range of perceptual and real barriers to cycling which need to be overcome



5.4. Opportunity Areas

In themselves the host of opportunities provided by the award of cycling town status gives a real impetus as it:

- Significantly increases existing funding for around £1M over 5 years to over £5M over the same period
- Galvanises a large number of partners (see appendix of supporters)

- Stimulates the improvement of the training and education programme which already exists for year six children into a fully Bikeability compliant programme for adults as well as children
- Necessitates a focus within the town on a number of priority areas such as the town centre, railway stations and key land uses such as the regeneration areas, University/Further Education establishments and Hospital
- Leadership provided by the County and Borough Councils' Cabinet members who are on the Steering Group

Aside from these enhanced areas of focus there are a host of existing opportunities as follows:

- The acceptance of the North Station as a Station Travel Plan pilot by DfT
- The Growth Area Funding programme for Colchester historic town centre improvements
- The regeneration area programmes for the Garrison and that of the Hythe
- The Colchester 2020 travel planning initiative
- The University Bicycle Use Group
- Existing funding and infrastructure developments already programmed for the town
- Merging work with the CTC Cycling Champions work
- Developing links with tourism and working to attract families to cycle for leisure and fitness reasons
- Working with Sustrans to improve routes 51 and 1 and introduce route 13

- Joining forces with the PCT to develop joint programmes of work to reduce obesity and help people regain fitness after periods of illness or forced inactivity



STRATEGY

5.5. Strategy Themes and Elements

In order to meet our objectives and to deliver at least a 75% increase in the number of people cycling regularly we have assembled our strategy under a number of headings or strategy elements. The strategy elements are themed such that reflect the general areas of focus. These are followed through in our action and delivery plans such that it should be quite clear where the link between the programme items and the objectives exists. Our 10 strategy items grouped under the four themes are as follows:



THEME One: Infrastructure

This theme concentrates upon an important legacy for the project to leave behind, the establishment of first class infrastructure for cyclists to use. The elements of the strategy will include:

- Infrastructure to enable access to key parts of the town
 - Rail stations
 - Town centre
 - National cycle network
 - Key land uses: hospital, university etc
- Raising Standards of design

The approach to this package of work will concentrate upon the establishment of the key routes between NCN route one leading from the north of the town to the town centre; the continuation of route one from the town centre to the west of the town towards Lexden; route 51 which leads to the town centre from the east and a new route from the south from the Garrison area to the town centre. These key route axes are shown on the map below. These routes some of which exist already will be systematically rejuvenated and the gaps in the routes completed. Some or all of the following aspects will be included in these routes:

- Provision of **new signing** which positively identifies and markets the route and gives times rather than distances
- Introduction of **contra flow cycle facilities**

- Provision of **improved crossings** of busy roads, rivers, railways and other natural or man made barriers such as one way systems
- Improved **parking** facilities

Although the routes provide the focus of attention whilst cycling and when planning journeys, specific attention will be paid to important destinations such as the 3 rail stations and the town centre itself. Other important destinations such as the university , FE colleges and the hospital will also be examined to improve facilities for cyclists at these destinations.

A key success factor in attracting funding to Colchester was the ability to establish a standard of good design for use elsewhere in Essex. Good practice guidelines from Cycling England, other cycling towns in the country and from abroad will be utilised and built up into a library of standards for planners and engineers to refer to when designing and implementing schemes.



THEME Two: Education, Training and School Cycle Promotion

This theme concentrates upon the encouragement of the next generation of adult cyclists at schools and colleges as well as seeking to reintroduce adults to cycling opportunities. The elements of the strategy will include:

- Training and Education for cyclists and other road users incorporating Bikeability for children and adults
- Encourage greater take up of cycling in schools through complimenting training opportunities with programme which encourage cycling

The approach to this package of work will be to enhance the area of cycle training which for year 5/6 children is currently based on the well established Essex Cyclist Training Scheme. The County Council will adopt the Bikeability training programme and will:

- Train instructors to Bikeability Standard
- Introduce Bikeability training to levels 1 and 2 in Colchester ahead of other towns in Essex
- Introduce Bikeability training to level 2/3 in selected secondary schools
- Expand the take up of training in schools

Away from training for primary and secondary schools there is great potential in introducing a range of other incentives for children, teenagers and adults to cycle for all ages through:

- Working with Sustrans to introduce a Bike It officer for Colchester
- Work with CTC and others to introduce Bikeability training for adults and families
- Introduce routes and parking facilities leading to educational establishments through school and college travel plans
- Aim to take up the Cycling England offer of “School Champions and Active Recreation” package.



THEME Three: Communication & Partnerships

This theme concentrates on developing ways of engaging a range of audiences to inform people about the cycle town initiative and introduce a wide variety of mechanisms and opportunities whereby people can start

to cycle or increase their cycling activity for all manner of day to day or leisure purposes. The elements of the strategy will include:

- Communication, marketing and publicity and events;
- Smarter Choices Programme: aimed at work, schools and other target groups
- Project management, Governance and Partnership Working
- Disseminating Good Practice

The approach to this package of work will include:

- A full range of publicity, marketing and events to both win over new cyclists but also to win over “hearts and minds” which shows everyone in the town whether they cycle or not that Colchester is very serious about introducing an environment which positively encourages and incentivises people to cycle
- Promotion of cycling to work through partnerships with larger employers and public sector institutions drawing on the work of the Colchester 2020 travel plan club and the CTC Workplace Challenge initiative recently introduced
- Continuing to invest in school travel plans through the Local Transport plan and Road Safety and Education programmes

- Working with all partners including:
 - Essex and Colchester Councils
 - Colchester Cycling
 - CTC and Sustrans
 - Network Rail and National Express East Anglia
 - All organisations and companies who form part of the Colchester 2020 Local Strategic Partnership
 - Cycling Shops
- There will be a strong element of project management, leadership and governance to enable the funding and other resources to be prioritised and targeted to best affect
- Good practice will be disseminated through a range of seminars and workshops as required.



THEME Four: Planning and Monitoring

A strong feature in the original bid for Cycling Town Status was the need to bolster existing initiatives to make new areas of development and areas of regeneration sustainable by ensuring that cycling was built-in to master-planning and implementation programmes. The elements of the strategy are shown below:

- Planning for the future: growth, regeneration and development
- Monitoring

This package of work will be delivered through:

- Development Control for important planning applications in key areas able to assist the project
- Master planning, for example North Station; north Colchester; Garrison area; St Botolphs and the town centre

A full range of monitoring activities will be undertaken at key stages of the project. This is examined in more detail in section 9.

5.6. Specific Project areas

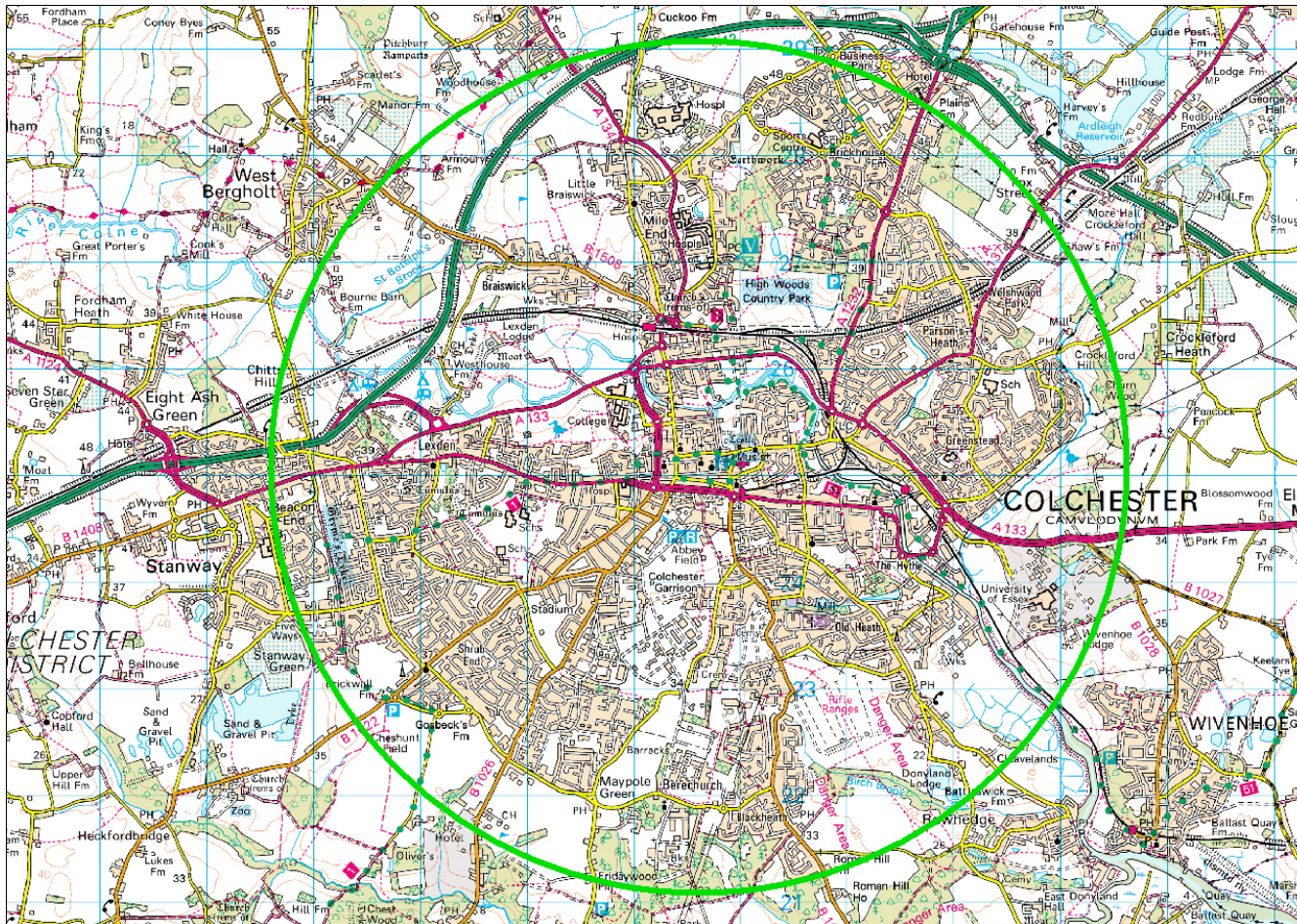
Further details of the project areas grouped by theme and strategy element are contained in Appendix 1.



6. DELIVERY AND WORK PROGRAMME

6.1. Programme Coverage

The cycle town initiatives will occur mainly in the area within a 4km (2.5 mile) radius of the town centre, which is shown in the map below as a green ring, although influence on cycle trips emanating from further a field is also likely.

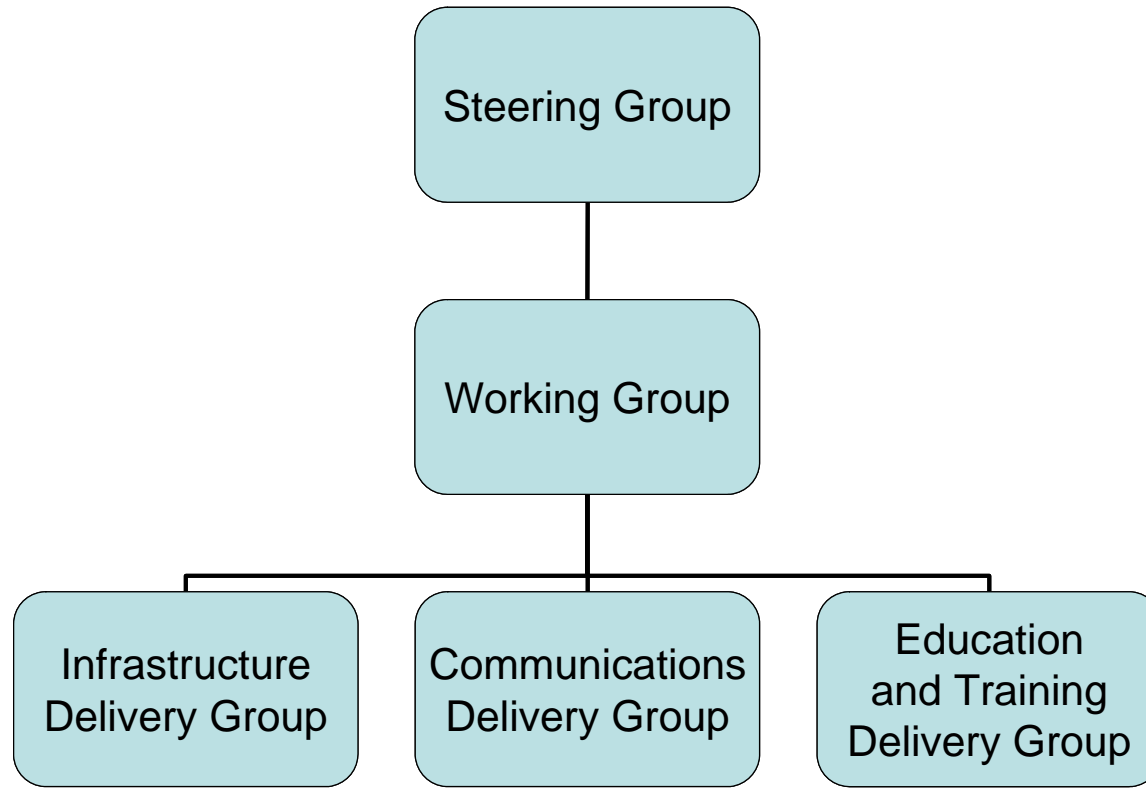


6.2. Project Governance

Delivery will be arranged through strong guidance from the governance and leadership driven by the model below.

Details of those organisations involved in the various groups are included in the appendices, however the main thread running through the governance structure is that representation on all groups will be drawn from:

- County and Borough Councils
- Local Strategic Partnership (Colchester 2020)
- Colchester Cycling Organisations



6.3. Target Groups

A number of target groups will be identified as follows:

Target Group	Target Journeys	Examples of action
Primary school children	School Leisure	Bikeability, road safety education, School Champions or Bike It
Secondary school children	School Leisure Shopping Getting about	Bikeability, travel plans, publicity and events
Further education students	University and College Leisure Getting about	Bikeability, travel plans and routes to key institutions
Workers	Commuting Business trips	Travel plans and route enhancements
Families	Leisure Shopping Escort trips	Leisure rides, marketing and promotion; hearts and minds campaigns, events
Visitors and Tourists	Day trips Cycle tourists	Marketing, bike hire, leisure rides, National Cycle Network



6.4. Work programme

6.4.1. Work Focus across the three years

The Work Programme itself will follow the headings of the strategy elements table above and is included in the appendices. This will be developed in partnership with Cycling England and partners in the project. The work programme will feature two main areas of activity designed to leave a legacy both in terms of infrastructure and more people attracted to cycling through a range of what is collectively termed “smarter choices”. The work programme will have the following broad focus in each of its three years:

- **Year One**
 - Infrastructure will concentrate on upgrading and refurbishing to a quality standard

existing routes which allow complete and uninterrupted journeys already by bike. This will focus on the sector covering the north Colchester.

- Refurbished routes will be extensively marketed and promoted to act as demonstrators of what can be achieved elsewhere in the town.
- At the same time work will continue on designing facilities which complete broken routes or routes where gaps are apparent.
- Aside from infrastructure, year one will see a move towards introducing Bikeability training.
- The project will be promoted generally and specifically through a range of smarter choices measures designed to attract newer groups of cyclists to use the town's cycle network.
- Finally a significant amount of monitoring will be undertaken, to include benchmarking cyclists' actual experiences at the start of the project.
- **Years two and three** will continue the smarter choices programmes and see other radial routes brought up to a quality standard and start introducing missing facilities, particularly in the vicinity of the town centre and rail stations.

6.4.2. Work focus across the town

In order to direct work to strategic initiatives and make an impact progressively across the town, a number of hubs and sectors have been drawn up to guide the implementation programme.

The hubs are:

- Colchester Town Centre
- Colchester (North) Station
- Hythe Station

The sectors are as follows:

- Highwoods
- Greenstead, Wivenhoe
- Garrison, Rowhedge
- Bergholt
- Lexden, Shrub End

The sectors and hubs will have concurrent design and implementation activity in each of the 3 years. As an example of this, the main thrust of year one will be to rejuvenate route one from Highwoods to the Town Centre and North Station. Whilst this activity is going on, design activity will be commissioned on other sectors and hubs such that in year two the focus of the implementation plan can move to a different sector.

7. MONITORING

The monitoring programme will be central to judging the effectiveness of the work and will comprise

- Baselines and targets as agreed with Cycling England
- Cycle monitoring counts using automated equipment
- Trip end surveys at railway stations, town centre, organisations / companies and schools
- Qualitative customer satisfaction outputs based on interviews with cyclists and non-cyclists

Other aspects of monitoring will include audits of route standards, maintenance audits, web hits and attendance at events.

References

Colchester Local Development Framework Core Strategy
http://www.colchester.gov.uk/servedoc.asp?filename=Core_Strategy_09_10_08.pdf

Colchester Community Strategy
http://www.colchester2020.com/downloads/csd18_10_07.pdf

Essex Local Transport Plan
http://www.colchester.gov.uk/Info_page_two_pic_2_det.asp?art_id=6400&sec_id=1678

APPENDICES

Appendix One: Strategy Action Plan Areas

Appendix Two: Governance Structure

Appendix Three: Outline Work Programme

Appendix Four: Delivery Hub and Sector Map



Appendix One: Delivery Strategy Action Plan

Theme & Strategy Element	Details of Project area	Summary of known projects
THEME ONE: INFRASTRUCTURE		
Infrastructure to enable access to key parts of the town		
<ul style="list-style-type: none"> Rail stations 	<p>The major commuter draw at North Station provides opportunities to improve parking, on site ease of access and to introduce better cycle routes from the surrounding area. The Town Station is a draw for residents in the Garrison redevelopment area and in south Colchester. The station is very difficult to access by bike and cycle parking is rudimentary. Hythe Station is adjacent to a major area of redevelopment and the whole station platform and buildings are being completely renewed.</p>	<ul style="list-style-type: none"> Introduce more cycle parking (at least another 300 stands at North Station) Improve quality of parking and facilities for storage (all stations) Examine combined bike hire and service centre scheme (North Station) Link areas of parking to points of access to the station forecourts (North Station) Introduce a new cycle route from the south (North Station) and improve access from other points, sign these and consider financial incentives for commuters to cycle Provide crossing facilities and routes across St Botolphs Roundabout

Appendix One: Delivery Strategy Action Plan

Theme & Strategy Element	Details of Project area	Summary of known projects
<ul style="list-style-type: none"> Town centre 	<p>Cycle routes reach the curtilage of the town centre where many end either on the inward or return legs of cycle journeys. Although a 20mph one way system is in operation the presence of one way operation unnecessarily complicates and lengthens cycle trips. Cycle parking is adequate but no cycle centre exists and there are no facilities to store shopping. Town centre shops and businesses do not universally promote cycling or provide cycle parking.</p>	<ul style="list-style-type: none"> Provide both north south and east west links such that cycle routes join together at common points enabling cross town journeys and better legibility Provide more crossing points of Southway and Balkerne Hill As part of High Street urban design and highway redesign introduce cycle friendly environments Introduce a cycle centre to act as a focus for parking, storage and information
<ul style="list-style-type: none"> National cycle network 	<p>National Cycle Network (NCN) Routes 51 and 1 form the main east-to-west and north-to-east/west axis and have the potential to be useful utilitarian routes and provide access to rural hinterlands of high quality.</p>	<ul style="list-style-type: none"> Completely re-sign and re-engineer NCN Route 51 from Highwoods to the town centre Enable NCN Route 1 - Lexden Road to penetrate the town centre through either a new landmark bridge or other crossing of Balkerne Hill Comprehensively re-sign the NCN Routes 51 and 1 Enable Route 13 to reach the town area from its present peripheral location Enhanced working with Sustrans Rangers to improve maintenance standards on the NCN Link in neighbourhoods along NCN Route 51 to an improved Highwoods route Link in Severalls Business Park and Industrial Estate to the improved Highwoods route

Appendix One: Delivery Strategy Action Plan

Theme & Strategy Element	Details of Project area	Summary of known projects
<ul style="list-style-type: none"> Key land uses: hospital university etc 	<p>The university, general hospital and FE Institute have acute car parking issues and yet lie adjacent to cycle networks. The Borough Council is a major employer. They also lie adjacent to major roads</p>	<ul style="list-style-type: none"> Provide good cycle links to Hythe Station and Hythe student accommodation and residential areas of Hythe and Greenstead (University) Develop linkages to the Institute from nearby non distributor roads such as north station road (Institute and Borough Council) Develop linkages from the Garrison area to the town centre
<p>Raising Standards of design</p>	<p>Cycle networks in Colchester comprise a mixture of standards of facility. A guide to good practice and auditing and review procedure is available but has not been used retrospectively to improve older facilities.</p>	<ul style="list-style-type: none"> Auditing routes using Colchester Cycling members experiences Upgrading radial routes with quality features covering aspects of surface ride quality Integrating cycling and urban realm improvements Improved priority at intersections and crossings

Appendix One: Delivery Strategy Action Plan

Theme & Strategy Element	Details of Project area	Summary of known projects
THEME TWO: EDUCATION, TRAINING AND BIKEABILITY		
Training, Education incorporating Bikeability	This area covers the roads safety training, cycle proficiency, and Bikeability programmes to train children and adults to cycle effectively and safely	<ul style="list-style-type: none"> • Bikeability for Secondary Schools through training of instructors and roll out of Bikeability training for secondary schools by Essex County Council • Bikeability for Further Education level students and adults through partnership working with CTC
THEME THREE: COMMUNICATIONS AND PARTNERSHIPS		
Communication, events, marketing and publicity;	Getting more people to cycle more often means providing a whole host of opportunities to cycle and to learn about cycling.	<ul style="list-style-type: none"> • Web-based information • Maps and guides tailored for individuals or areas of the town such as NCN routes or radial routes • New town cycle map covering the whole of Colchester • Engagement with youth forums and school councils • Using a recognised marques or logo • Targeting markets of different ages or groups • Fashion design competition • Newsletter

Appendix One: Delivery Strategy Action Plan

Theme & Strategy Element	Details of Project area	Summary of known projects
Smarter Choices Cycling Programme	A range of measures aimed at enabling people to choose cycling more often as a realistic mode of travel	<ul style="list-style-type: none"> • Travel Planning through 2020 travel plan club • Working with businesses through CTC led programme • Personalised travel marketing on key radial routes from north to town centre and with rail commuters to North Station • Enhanced school travel plans for 5 key secondary schools • Cycle marketing and promotion around key destinations
Events	Local Authority events tend to be centred on Bike Week and those arranged by CTC and Colchester Cycling Groups. A co-ordinated and forward planned calendar of events linked to the marketing and promotional activity strategy area is required to deliver regular opportunities to cycle	<ul style="list-style-type: none"> • Expanded Bike Week for 2009 • Colchester Cycling events to draw in new users • CTC Cycling Champions programme to develop events and rides for families • Regular challenge events or taster days • Opportunities for the 2012 Olympics • Bike Events – Castle Cycle Ride
Project management and Governance	Establishing a strong thread of leadership and direction is essential if the resources are not to be spread too thinly or poorly focussed on areas which don't provide the best return on the investment. The main organisational challenge is to focus attention from the many individuals who have pledged their support to the programme.	<ul style="list-style-type: none"> • Establish member and chief officer steering group and draw in strong community leaders and community peer focus • Establish well-motivated and empowered working group • Enable networking on individual elements across ECC, CBC and volunteer cycle organisations • A full time project manager with direct links to senior officers and community leaders sponsored or managed by CTC • A dedicated officer resource on marketing and promotional activities and to establish first class communication

Appendix One: Delivery Strategy Action Plan

Theme & Strategy Element	Details of Project area	Summary of known projects
Partnership Working	There are a number of partners already and the Cycling Town initiative has already forged better partnership working, however this will be enhanced to ensure that such partnerships are resulting in collaborative working with strong outcomes	<ul style="list-style-type: none"> • Joint marketing, training and infrastructure planning work groups to support governance structure above • Work with CTC on Bikeability, CTC Champions work packages • Working with Sustrans on enhancing and maintaining the NCN • Travel Planning with 2020 travel plan club and schools
THEME FOUR: PLANNING AND MONITORING		
Planning for the future: growth, regeneration and development	Colchester is a growing town with many development and regeneration areas being actively planned and implemented currently and a core strategy in place to guide development to 2023. Creating sustainable communities with cycling built in from the outset is a crucial aspect of development control work	<ul style="list-style-type: none"> • Planning Applications for growth areas • Regeneration opportunities around the North Station, the Garrison area, East Colchester and St Botolph's areas • Town centre redevelopment and urban improvements • Station masterplan
Monitoring	Cordon cycle counts document the number of radial cyclists on certain routes but more information is required on qualitative aspects such as users' experiences; trip end surveys at popular destinations are not routinely collected.	<ul style="list-style-type: none"> • Revised cordon of automated cycle counters • Trip end parking surveys at TC and the 3 rail stations • User satisfaction surveys at popular destinations • Work place surveys in collaboration with CTC programme • Specific user survey at Colchester North rail station linking to Station Travel Plan Pilot

Appendix One: Delivery Strategy Action Plan

Theme & Strategy Element	Details of Project area	Summary of known projects
Disseminating and Adopting Good Practice	The success of Colchester as a cycling town is intended to act as a focus for other parts of Essex and indeed the Eastern Region. It is also likely that Colchester can benefit from other Cycling Towns, particularly those from the first round of supported CDT towns. To that end this aspect of the strategy will concentrate on ensuring that new initiatives and innovations take account of good examples already successfully included	<ul style="list-style-type: none"> • Visits to round one CDTs • Regional networking with Southend and Cambridge and liaison with Go East to assist wider regional dissemination of ideas • Innovation planning days around prestigious projects in the Cycling Towns programme for the town • Signing and parking are early aspects of this work which will look to introduce branded routes and secure parking standards

Appendix Two: Governance Structure

Colchester Cycling Town Governance Structure

1. Introduction

1.1 This paper sets out:

- A statement of purpose for the Governance of the Cycling Town Project
- Responsibilities
- Governance arrangements

2. Purpose of the Colchester Cycling Town Project

VISION – Colchester as a place where cycling is a natural choice of mode of travel for a significant and growing number of residents

2.1 The Colchester Cycling Town Project will deliver improved and increased cycling routes and parking facilities, better information and cycling guides, more Residential, School and Workplace Travel Plans, and see the roll-out of Bikeability training for both children and adults.

These improvements aim to deliver sustainable growth, reduce congestion, reduce the town's carbon footprint, improve cyclist skills and safety, and lead to healthier lifestyles.

2.2 The Colchester Cycling Town Project will promote and enable cycling in Colchester:

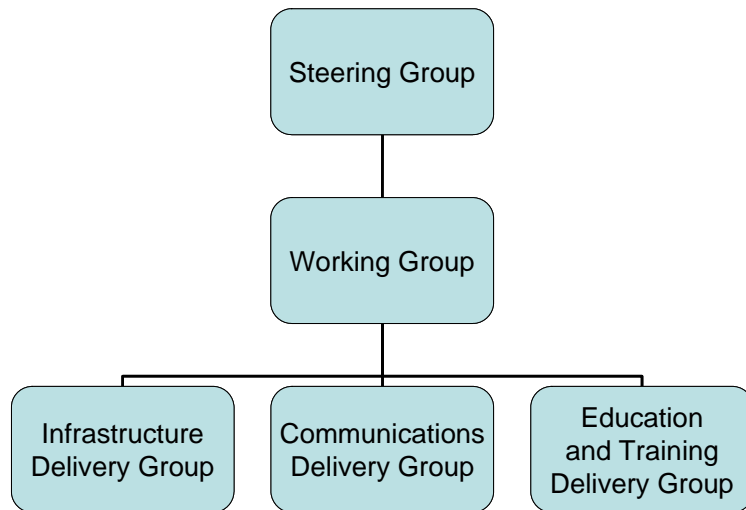
- Through the development and delivery of improved cycle access to and through the town centre.
- Through the development and delivery of improved cycle access to the rail stations in and around the town; and
- Through the development of clear marketing, promotion and training of cycling for all.

2.3 All partners however will have a crucial part to play in the success the Colchester Cycling Town Project. To develop strong relationships between all partners the Colchester Cycling Town Project partnership will form the single management and decision making structure to ensure co-ordination and shared direction.

3. Governance Structure

On award of the Cycle Town Bid, Essex County Council was identified as the accountable body by Cycling England. To successfully deliver the Colchester Cycling Town Project, Essex County Council recognises that it is important to develop effective partnership working, secure formal commitment and clearly defined responsibilities for all partners.

Appendix Two: Governance Structure



To formalise the decision making process and responsibilities of partners a governance structure has been agreed.

4. Functions of the Partnership

The purpose of this governance and terms of reference document is to:

- Set out clear roles and responsibilities
- Set out clear lines of communication and co-ordination of activity between the different groups to avoid duplication, share best practice and engage in widespread buy in from all partners
- Establish a performance management system to monitor progress against the agreed targets. Ensure a clear reporting process to show progress / results to partners
- Ensure delivery of agreed actions as set out in the work programme
- Ensure the terms and conditions of the award are adhered to
- Define clear processes of engagement with wider partnerships and projects to maximise the influence and legacy of the Colchester cycle town project

Appendix Two: Governance Structure

5. Expected Outcomes

The management agreement between Cycling England and the Colchester Cycling Town partners sets out the following expectations:

- All projects introduced will increase the level of cycling in Colchester.
- The project shall run until 31st March 2011.
- A rolling work programme will be agreed between the partners and Cycling England; periodically reviewed and updated.
- Undertake an audit of partner policies to ensure they are cycle friendly.
- The programme of works will be delivered to a high standard.
- Clear communication with regular updates between the partners and Cycling England using agreed reporting and monitoring procedures.
- Match funding will be provided by the partners equal to the £2.1 million provided by Cycling England over the life of the project for cycling specific schemes.
- Cycling England will approve and authorise which payments are made. If the programme of work falls behind schedule Cycle England have the right to move money to future years or even to reduce our allocation and use this to fund other Cycling England projects.

6. Responsibilities

The Steering Group

The Steering Group will consist of:

CHAIRPERSON - Cabinet Member of Highways and Transportation, Essex County Council	Cllr Norman Hume
Cycle Champion, Essex County Council	Cllr Phil Baker
Essex County Council Senior Officer	Paul Bird
Colchester Borough Council Councillor - Planning and Regeneration Portfolio Holder	Cllr Linda Barton
Colchester Borough Council Senior Officer	Michael Crouch/Paul Wilkinson
Colchester 2020	Tony Phillips
National Express East Anglia	Geraint Hughes
NHS Primary Care Trust	Chris French
Colchester Cycling	Steffen Boehm or Will Bramhill
Working Group Chairman and supporting officer	Chris Stevenson Helen Ramsden
Project Manager	Bryn Lockwood

Appendix Two: Governance Structure

If representatives are unable to attend a suitable substitute candidate can be nominated to represent their organisation.

- A quorum of five is required to validate a steering group meeting.

The Steering Group will:

- Be accountable to Cycling England and have overall responsibility for the project
- Agree and monitor the strategic direction of the project.
- Provide a strategic overview of the project and identify any cross cutting issues which may be pertinent to the effective delivery of the project.
- Agree the three year work programme including key projects.
- Agree monitoring and reporting procedures. Once formalised the project officer will be responsible for collating the appropriate data and reporting to the Steering group on a quarterly basis.
- Receive updates on the work programme via reports from the Working Group chairman and project officer.
- Make informed decisions on what actions / support are necessary, by whom and by when to ensure the project is moving forward.
- Monitor the budget and finances of the project to ensure the project is delivered on time and on budget.

- Have the ability to delegate decision making powers to the Working Group, enabling the chairperson to make decisions on their behalf.
- Meet quarterly unless specific issues need to be addressed which require a specific meeting to be arranged.
- Use formal communication methods when it is not possible to meet to make strategic decisions. Email communication will be the most appropriate method used unless members state a preference for telephone or written communication.
- Recognise that independent decisions will be made by partner organisations which will be relevant to and affect the Colchester Cycle Town Project.

Appendix Two: Governance Structure

The Working Group

The Working Group will consist of

CHAIRPERSON	Chris Stevenson
Essex County Council Officers	Tim Olley, Bev Gould, Katie Brimley, Helen Akpabio, Helen Ramsden
Colchester Borough Council Officers	Paul Wilkinson, Jane Thompson
Colchester 2020	Andrew Budd
Colchester Cycling	Steffen Boehm, Will Bramhill, Pam Nelson
University	Jo Leyland
Sustrans	Alan Morgan
Cycling Towns Champion Project Co-ordinator	Richard Monk
Cycling Town Project Manager	Bryn Lockwood
Town Centre Improvement Manager	Reg Paterson
National Express East Anglia	Jackie Gill
Primary Care Trust	Chris French

- A quorum of five is required to validate a working group meeting.

The Working Group will:

- Offer guidance to the Steering Group on the strategic direction of the project.
- Deliver the three year work programme.
- Receive updates on the work programme by the delivery groups.
- Provide updates on the work programme via a report to the steering group.
- Establish monitoring and reporting procedures ensuring that quarterly reports are presented to the steering group and Cycling England.
- Make decisions using the group's delegated powers on what actions are necessary, by whom and by when to ensure the project is moving forward.
- Manage the budget and finances of the project to ensure the project is delivered on time and on budget.
- Liaise with Cycling England, GO East and other cycle towns, particularly those in the East of England region on a regular basis to maintain clear communication and to discuss any issues that may arise.
- Collate the necessary information for the steering group to produce the annual report
- Organise an annual event to update the wider partners and stakeholders of progress and to seek feedback.
- Meet monthly unless specific issues need to be addressed which require a specific meeting to be arranged.

Appendix Two: Governance Structure

The Delivery Groups

The Delivery groups do not have decision making responsibility but will be asked to support and deliver the agreed work programme relevant to their area. The delivery groups will make recommendations to the working group.

Appendix Three: Work Programme

Outline Cycling Town Programme – Indicative profile of spend

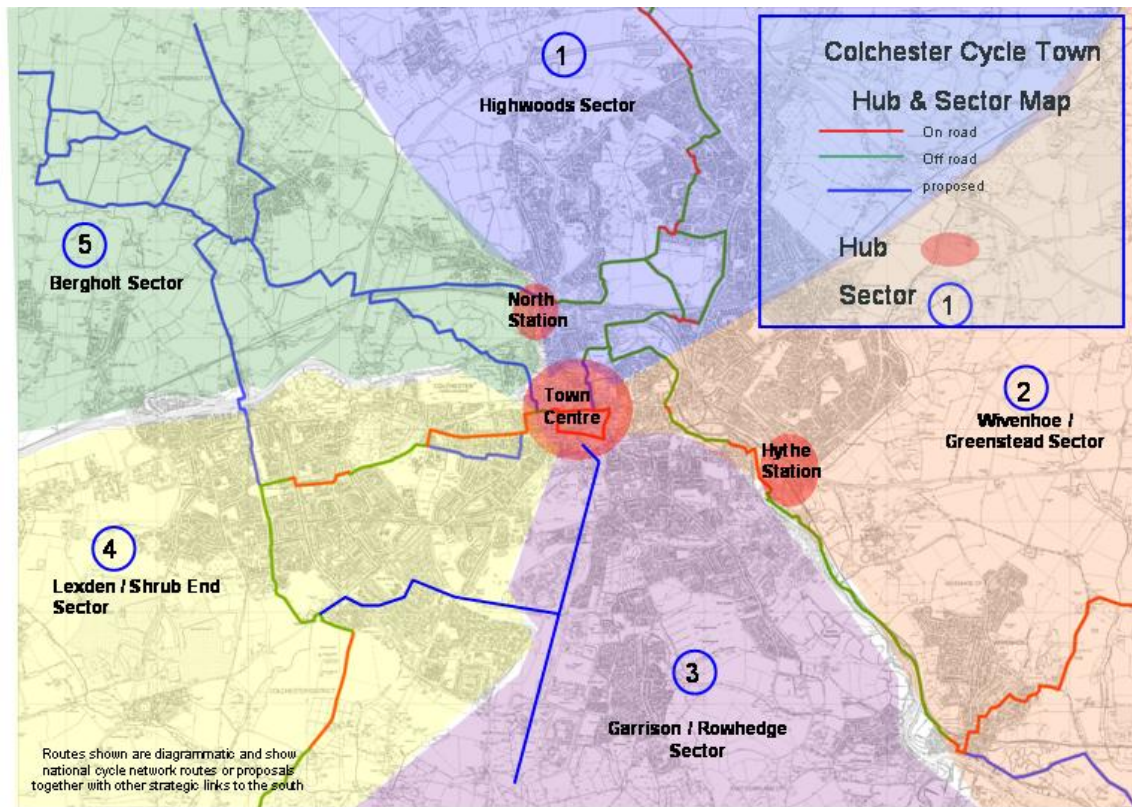
Strategy Element	Year 1 (08/09)			Year 2 (09/10)			Year 3 (10/11)			Programme Total		
	Total (£k)	CT (£k)	Match (£k)	Total (£k)	CT (£k)	Match (£k)	Total (£k)	CT (£k)	Match (£k)	Total (£k)	CT (£k)	Match (£k)
Capital elements												
Theme One:												
Infrastructure	1,187	107	1,080	1,640	610	1,030	1,030	600	430	3,857	1,317	2,540
Theme Four:												
Planning and Monitoring	10	-	10	-	-	-	-	-	-	10	-	10
Total Capital Costs	1,197	107	1,090	1,640	610	1,030	1,030	600	430	3,867	1,317	2,550
Revenue elements												
Theme Two:												
Education, Training & Bikeability	40	20	20	90	70	20	110	80	30	240	170	70
Theme Three:												
Communication, Marketing & Publicity	226	133	93	180	180	-	200	180	20	606	493	113
Theme Four:												
Planning and Monitoring	48	40	8	43	40	3	48	40	8	139	120	19
Total Revenue Costs	314	193	121	313	290	23	358	300	58	985	783	202
Total Project Costs	1,511	300	1,211	1,953	900	1,053	1,388	900	488	4,852	2,100	2,752

NB: Year 1 expenditure appear relatively high due to S106 agreements already in place and programmed

Appendix Four: Supporting Mapping

Hub and Sector Map

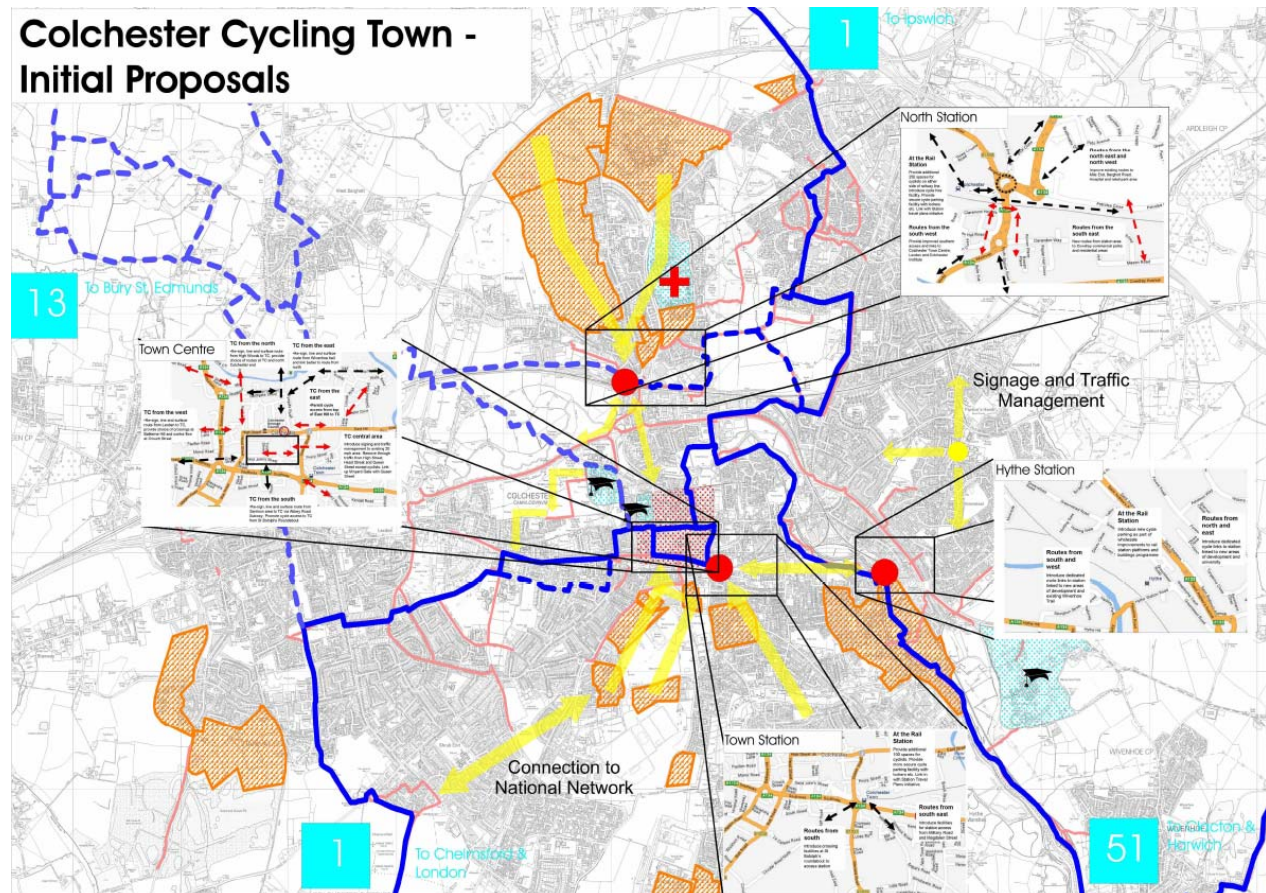
A hub and sector approach will be used to guide and plan delivery. These follow the structure of the original bid and the routes shown on the map below show for illustrative purposes how the sectors and hubs fit in with strategic routes, which are drawn in the main from the National Cycle Network route map for Colchester.



Appendix Four: Supporting Mapping

Initial Proposals Map

An example of the type of investigations proposed for the main hubs (Town Centre and rail stations) has been put together and appears below. It is the starting point of the work plan. It usefully shows the new areas of development that will require connections to the cycle network.



Appendix Four: Supporting Mapping

Identified Routes and Desire Lines

As part of a scoping exercise looking at possible cycle route network enhancements, a series of desire lines (where no facilities exist at present) and route enhancements (where routes exist at present, but which require improvement) have been drawn up.

