

# Bradford Cycle Strategy – Keeping the Wheels Spinning

2016 – 2026

**NOTE – A NUMBER OF HIGHLIGHTED NOTES IN THE BODY OF THIS TEXT WILL BE EDITED FOR THE FINAL HIGH QUALITY PRINT COPY. AS REFERENCES TO VISUAL AIDS AND FIGURES THEIR BEING EDITED WILL NOT CHANGE THE BODY OF THE STRATEGY WRITTEN CONTENT**

### **Setting the Wheels in Motion...**

The first ever Strategy for Cycling for Bradford District, 'Setting the Wheels in Motion, 2012-2020', was produced in 2012. The strategy has been pivotal in setting out the approach to cycling development in Bradford District and set out a range of principles that we seek are going to take forward as we keep those wheels spinning:

- Writing the strategy was a combined effort between a range of partners from all the major sectors that have an interest in cycling. This partnership continues to be a key strength for the district and now holds regular meetings in form of the Bradford Cycle Forum known as B-Spoke;
- It covers all aspects of cycling and cycling-related activity in Bradford;
- It has a highly pro-active approach with a number of defined working areas set out in an action plan;
- It set open information sharing on cycling activity as a priority in the District and led to the establishment of a website for all things cycling related in Bradford District.

Much has happened since 2012 for cycling development (see page XX for some of our key achievements). The largest single event was undoubtedly the arrival of the Tour de France in 2014. The district of Bradford contains some of the best places to ride a bicycle in the world! If proof was needed, the worldwide attention on 5<sup>th</sup>/6<sup>th</sup> July that year and the front page of the Times on 7<sup>th</sup> July 2014 showed that! **IMAGE**  
The region is now well established as a fixture on the international cycling circuit with the World Cycling Championships of 2019 now set to come to the region.

Inspired by the visit of the tour to Yorkshire, new cycling strategies have been developed by partners at the regional tourism agency Welcome to Yorkshire\* and in regional government at the West Yorkshire Combined Authority\*\*. We also saw in 2016 the publication of the draft national Walking and Cycling Investment Strategy.

The need to be in line with regional and national strategies, developed since 2012, is one of the reasons that we felt it important to update the Bradford strategy. But it's not just cycling focused strategy that has changed since then. We have also seen the emergence of new economic and transport strategies at the regional level. The priorities of the Strategic Economic Plan (SEP), the West Yorkshire Transport Strategy and the West Yorkshire Low Emissions Strategies carry a responsibility to deliver 'good growth' in combining the need to develop the economy with a need to do so sustainably.

Strong local strategy helps to ensure that national and regional vision is aligned with local aspiration. In close alignment with the Bradford District Public Health, Physical Activity and Sport and Bradford Low Emissions Strategies this updated Cycling Strategy will help to ensure that our successful economic future is also one where the health of our local population and environments are assured.

**TO ADD A GRAPHIC HERE DEMONSTRATING THE VARIOUS CONTRIBUTING AGENDAS**  
**\* More People Cycling More Often \*\* Cycle Prospectus – TIDY UP PRESENTATION**  
**HERE**

## **Getting up to Speed**

Since we set out in 2012 we have got off to a great start with cycling delivery. Below are some of the key successes we have seen in Bradford District

- Some £6,000,000 in new cycling infrastructure investment for the district thanks in the main to the CityConnect programme **ADD CITYCONNECT GRAPHIC**
- Delivery of the CityConnect Cycle Superhighway between Leeds and Bradford, the longest such route in the UK outside London
- Training for approximately 10,000 school children to improve their cycling skills and a new dedicated Bikeability Officer for this work
- **53,000 CHECK** children engaged with some form of cycle activity promotion via the Sustrans led Active Travel Schools programme
- **25,000** participants in the Bradford Sky Ride mass participation event and **XX** on the Sky Ride local programme
- Trained more than 1,600 adults in cycle skills training (proportionally more than any other West Yorkshire district)
- Ilkley Cycle Club has grown from formation in 2011 to being the largest cycle club in the UK **IMAGE**. Others amongst our 17 clubs also continue to grow
- The emergence of Bradford Cycle Club **IMAGE**
- Location for major events – A stage on the 2017 Tour de Yorkshire and the 2017 National Cycle Cities Conference
- Become the national stronghold of the sport of cyclocross
- **Xx** number of women participating in Breeze Rides across our District
- Development of Yorkshire Bank Bike Libraries and Cycle Hubs

This strategy will build on these efforts from the various communities of the district and help to shape what will happen in years to come.

## ...Keeping the Wheels Spinning

### **Our Vision**

There is much more work to do to build on the 2012 Strategy and to fully open up cycling opportunities to both residents of the district and to visitors. So, in 2016, we are re-visiting and refreshing the strategy to build on the momentum that has been established since 2012 and to keep those wheels in motion and ensure we maintain Bradford's place as an emerging cycling city and district. Central to our renewed efforts is our bold new vision to...

**"Make Bradford District a place where cycling is naturally part of everyone's daily life"**

This vision links with and reinforces cycling partner visions both nationally and regionally: British Cycling, Cycling UK, Sustrans, DfT, Sport England, Public Health England and West Yorkshire Combined Authority.

### **Our Targets**

To achieve this vision we have set the below headline targets to be met by 2026:

- **INVESTMENT** - £10 from external sources invested per head, per year to deliver transformational change
- **INNOVATION** – Cutting edge cycle projects delivered every year
- **TOWARDS A SUSTAINABLE ECONOMY** – Contributing to 'good growth' with 5% of commuter trips into the city centre by bike
- **NORMALISED CYCLING** – progressing delivery of a cycle network that is attractive, safe and accessible for all
- **INCREASING CONFIDENCE AND SAFETY** - all primary children will receive cycle training in school and we will increase uptake of cycle training amongst adults year on year

## **The Bradford Partnership**

The 2012 Cycling Strategy was born out of a cross agency, cross community approach. We are committed to continuing this approach. We believe a strong partnership approach to be an essential ingredient to help us deliver our bold ambitions. We want partnership to be a key theme running through this strategy as we believe that it is through communities taking leadership and working with government as well as other agencies that positive change is brought about.

## **Cycle Bradford**

Cycle Bradford is the brand for cycling in our district. It is not a group but instead a unifying label that will, going forward, offer collective brand identity unifying the network of facilities, organisations and advocates working together on cycling activity with the aim of improving access to cycling opportunities. Cycle Bradford is an integral part of wider district strategies, including the Active Bradford Physical Activity and Sport Strategy. This brand has a website which has been developed to primarily function as a signposting facility to allow anyone with an interest in cycling in Bradford District to gain easy access to the information they need in order to take part.

[www.cyclebradford.org.uk](http://www.cyclebradford.org.uk)

## **B-Spoke (Bradford District Cycle Forum)**

Established since 2010 as a non-constituted consultation and discussion forum for cycling in Bradford District, B-Spoke has developed a reputation as an excellent advisory and consultative forum for members from all sectors involved in cycling to interact, define opinion and share ideas. The Forum is based very much on an all welcome, non-membership based approach with individuals, charities, Bradford Council and other bodies all represented on an informal basis, this has allowed the group to become popular as a forum not just for cycle campaigning but also for government and third sector officers to attend. The role of the Independent Chair ensures a balanced approach. B-Spoke has already contributed significantly to cycling issues on a district and region-wide basis, and continues to do so. B-spoke is the owner of the Bradford Cycling Strategy, and will be drawing up agreed Terms of Reference for ongoing advisory operations as part of the cycle strategy delivery.

## **Bradford Cycling Campaign**

Established in 2015, Bradford Cycle Campaign is a source of grassroots energy for those with a passion for cycling and cycling-related activity in Bradford District, identifying key issues, adding weight to national campaigns, organising events and highlighting key issues to work towards high quality cycling delivery in Bradford. Members communicate to discuss the issues and identify priority campaigning concerns which are shared with wider stakeholders and delivered straight to the relevant places via B-Spoke.

## **Why Cycle? Setting Out the Benefits**

Since the 2012 strategy investment in cycling has increased greatly. Despite increased interest in cycling and improved delivery of opportunity there is much more to be done. That is the purpose of this strategy update. It is a fact that the spending remains tight and that direct funding for significant cycling development will continue to be difficult to secure.

It is therefore more important than ever that we set out the many imperative reasons why cycling should be an integral activity in people's lives, all of which carry significant direct and indirect economic benefits:

### **CONVENIENCE**

- Travelling by bike gets you from A to B quickly and in a reliable time.
- Cycling is a physical activity that can be incorporated into daily routines, which reduces the need to plan exercise into your free time
- Cycling is a cheap, easy and fun way to explore and experience the district

### **SUSTAINABLE GROWTH**

- National research shows for every £1 invested in cycling over £4 is put back in to the local economy – the cycling industry is a growth industry and, along with active tourism (see below) represents a considerable economic plus for Bradford, the Leeds City Region and Yorkshire as a whole
- The Tour de France showed that cycling events can bring a huge boost to the economy with an additional £12 million coming to the district thanks to this event
- Cycling benefits employers, since having a healthy workforce reduces sickness leave and increases productivity by between 4 and 15%

### **SPORT, LEISURE & ACTIVE LIFESTYLES**

- Currently British elite athletes are leading the world in cycle sport across the disciplines. Bradford district is home to a number of these elite athletes and the inspiration they provide
- Engagement in competitive cycling is a known way to encourage longer term participation amongst young people
- Leisure participants in cycling have a greater propensity to take up cycling as a day to day mode of transport

### **HEALTH**

- Poor air quality caused by traffic pollution has a significant impact on the health of communities in Bradford
- If obesity trends continue unchecked 60% of the population will be obese by 2050
- The cost of inactivity per year to the NHS in Bradford is £10m (Sport England, 2013). We need to get active. Regular cycling means that you increase the chance of living longer and having fewer illnesses

- Cycling can lead to positive mental health as it connects people to the outside world and reduces the stresses often felt sitting in congested traffic

#### **ENVIRONMENT**

- Road transport in Bradford produces over **100,000 tonnes of CO<sub>2</sub> per year** contributing towards climate change
- Cycling has very low environmental impact and helps contribute towards a pleasant urban environment. Conversely motor vehicles are the single largest contributor to poor air quality which contributes towards the cause of death in 6.3% of deaths, a total of 61,000, in the region per year
- Cycling gets citizens out and about in their local neighbourhoods helping to enrich and enliven communities
- The benefits of cycling as a form of physical activity outweigh the risks from a road safety perspective

#### **ACTIVE TOURISM & MAJOR EVENTS**

- The Tour de France has fundamentally shifted the perception of our region, and places in our district, as being some of the best places to cycle in the world
- We have a well established history of delivering mass participation events in our district in our partnership working with British Cycling
- We also continue to work in partnership with Sustrans to develop routes such as the Great Northern Railway Trail and the Airedale Greenway. Leisure routes have a positive effect on the tourist economy

#### **AND WHY IS CYCLING IMPORTANT TO LOCAL AUTHORITIES AND THEIR PARTNERS**

- Increased physical activity and in turn improved health for our citizens means individuals are less of a burden upon health services across their lifetimes
- Reductions in congestion have the combined benefits of improving accessibility and air quality and can have a positive affect upon the local economy
- Cycling specific schemes generally produce high Benefit Cost Ratios (critical in transport scheme decision making)

## Our Cycle Strategy

The previous pages have set out the vision for cycling in Bradford and the partnership that will drive forward delivery of the vision. The rest of the strategy is about how we will work to deliver our vision to make cycling a normal part of day to day life for every resident and visitor to Bradford District.

### Targets

Being open about what our targets are and what we are trying to achieve is essential to drive forward performance, ensuring this strategy will be delivered.

- **INVESTMENT** - £10 from external sources invested per head, per year to deliver transformational change
- **INNOVATION** – Cutting edge cycle projects delivered every year
- **TOWARDS A SUSTAINABLE ECONOMY** – Contributing to ‘good growth’ with 5% of commuter trips into the city centre by bike
- **NORMALISED CYCLING** – progressing delivery of a cycle network that is attractive, safe and accessible for all
- **INCREASING CONFIDENCE AND SAFETY** - all primary children will receive cycle training in school and we will increase uptake of cycle training amongst adults year on year

### Aims

Our targets to increase cycling are ambitious and we recognise that there is more to do to achieve them. Through listening to consultation on the strategy and with inspiration from the West Yorkshire Cycle Prospectus we have developed three key aims. These aims are to:

1. Continue to improve the **ENVIRONMENT** for cycling;
2. Provide greater **ENCOURAGEMENT** for people to make cycling a natural choice.
3. Improve **ENGAGEMENT** between partners involved in cycling to make sure that everyone knows what is going on and what their cycling opportunities are.

Delivery on the above targets and aims will produce a **TRANSFORMATION** in the way that cycling is perceived, practised and participated in.

### Objectives, Actions and Delivery

In chapter **XXX** below we introduce the **XXX** objectives that will deliver on the three key aims listed above. Further detail on the actions behind each objective can be found at the back of this strategy in the separate Action Plan document. Each Objective has its own small Action Plan Section with a number of Actions listed. The Action Plan is the ‘live’ part of the strategy that the partners will use going forward to list actions, timescales for delivery, monitoring and funding information. As such it can be continually updated and adapted as projects develop.



In the consultation for, and drafting of this strategy update partners provided a range of ideas for future projects that we wanted to capture to help set the direction of our vision even where we might not have a resource in place to deliver them yet. To help differentiate between these future schemes, those that are current and those we have completed the Action Plan is presented with a version of the RAG system and has Red (future), AMBER (current) and Green (complete) colour coded actions to help partners understand our progress.

## Monitoring

To help achieve success it is important to measure the progress we are making to meet our aims, objectives and targets and that we are held accountable against our progress. There are two ways in which we will measure this.

Firstly, we will use the Action Plan as a live document recording progress of actions with the RAG system detailed above.

Secondly, it is also useful to understand progress with the monitoring of a wider range of factors that can help us to measure performance. These Key Performance Indicators (KPIs) will be treated as a live record and as such will also form part of the Action Plan, therefore allowing for emerging individual indicators to be added as well as old and no longer relevant indicators to be removed. It is important that we commit to recording data that we know we can understand and record effectively.

At the time of strategy completion the list of confirmed KPIs to form part of the strategy was confirmed as the following:

Target	Indicator	Data Collected
<b>Investment</b> Indicators which either directly indicate cycling investment or which highlight wider societal trends that reinforce the need for investment	Spend on cycling per person	Various sources (annual approx. spend for long term schemes)
	Childhood obesity	No. of obese children in year 6
	New routes	Kilometres of new cycling specific route built
<b>Innovation</b> Indicators that highlight our success in securing new projects or the success of our existing cutting edge programmes	New cycling schemes secured	No. of new schemes
	Bike Friendly Businesses	No. of registered firms
	BC mass participation event	No. of participants
	BC led ride (Local programme)	No. of participants
	BC Breeze rides	No. of participants
	Disability cycling	No. of participants
<b>Towards a sustainable economy</b> Indications as to what affect our programme is having on modal choice	Cyclocross	No. of participants
	Travel to school	Hands up survey - %age by mode*
<b>Normalised cycling</b> Indications as to the	Commuter cycling	Data from various vehicle count locations - %age by mode*
	Active People Survey	%age of people physically active
	BC registered cycle clubs	No. of clubs

affect that our programme is having on public perception that cycling is attractive, safe and accessible	BC** registered club members	No. of members at each club
	Cycle accidents	No. of KSIs involving cyclists
	Bridleways Legally Recorded	No. of orders processed
<b>Increased confidence and safety</b> Monitoring our children's and adults' cycle training programmes	Balance bike participants	No. of participants
	Balance bike participating schools	No. of participating schools
	Bikeability participants	No. of participants
	Bikeability participating schools	No. of participating schools
	Active School Travel programme	No. of participating schools
	Active School Travel engagements	No. of participants
	Adult Cycle Training	No. of participants

\*results only representative of a sample rather than whole district

\*\* British Cycling

### Accountability

Reporting on the Strategy and the Action Plan and the KPIs will be undertaken formally on an annual basis to the Environment and Waste Overview and Scrutiny Committee of Bradford Council. This committee formally endorsed the 2012 version of the strategy and continues to support the vision to make Bradford District a place where cycling is naturally part of everyone's daily life.

More informally the Action Plan will be regularly reviewed by the Bradford District Cycle Forum, B-Spoke as part of their bi-monthly meeting structure. This regular review will inform the report taken to the Committee and will therefore lead to key issues as understood by members of the cycling community being brought to the attention of key district decision makers for escalation where required.

## **Aim 1: Improve the ENVIRONMENT for cycling**

The ENVIRONMENT for cycling is defined as “places where people can cycle and feel fully confident and able to do so”. Such places include dedicated cycle routes, bridleways, canal towpaths, cycle circuits, cycle sports facilities, parks, schools, colleges, universities, gyms and work places.

The list above includes two main types of cycling infrastructure:

Destinations - places where cycling happens as an activity in itself but also the places from which we start and end our journeys; our workplaces, schools and homes

Routes – The routes along which we travel between destinations. The journeys we make along these routes can be for a range of reasons including our commute, touring holidays, leisure, races and other mass participation events or just to pop to the shops!

The combination of routes and destinations for cycling can be collectively referred to as a “Cycling Network”.

Destinations are critical. For cycling to feel accessible to all we must be confident that we have the right facilities at both the start and end of our journeys (e.g. storage, showers, and drying facilities) such that cycling is a natural choice. And yet destinations can be about so much more than facilitating convenient journeys. In Bradford we have a strategic ambition to bring world renowned facilities to the district such as a Yorkshire velodrome and Yorkshire cycling museum. To think of destinations on this scale is to pull cycling to the forefront of our local economy and we are proud to hold this scale of ambition for the district.

The routes of our Cycling Network cater for a variety of different uses. This can include catering for longer distance uses such as touring, tourism, major events and the leisure and commuter journeys of more experienced users. However, our routes are also if not more so, about providing for more local journeys to connect people to destinations within 5 miles.

An additional factor to consider for the Bradford Cycle Network is topography. Bradford District is a hilly place. This can be an advantage when we consider the attraction of the district’s hills from a sporting perspective. However, topography also contributes towards funnelling a whole range of transport types into the valleys of Bradford District. This includes cyclists, most particularly commuters. Given that space is at a premium in the valley corridors we must consequently work harder to make sure that cycling is a safe and attractive activity in these busy environments.

All of the above factors require that we develop a strong strategy to understand what infrastructure is needed. In turn we need to deliver that infrastructure to make that network a great place for cycle journeys to be undertaken with confidence for all, from those of 8 to 80 years of age and at all levels of physical ability. This broad range of our citizens will only feel enabled to cycle every day if we reprioritise public space to favour more vulnerable users (i.e. cyclists and pedestrians).

This work has already started. With the CityConnect programme we are seeing a step change with nationally leading ambition in the delivery of the Cycle Superhighway between Leeds and Bradford, on the Canal Road Corridor and with further improvements to the Leeds-Liverpool Canal towpath. But there are still many gaps that cause our network to be disjointed and some journeys to remain difficult for many to feel confident taking on a bike.

Of course, we must also acknowledge that where infrastructure is developed its continued maintenance is just as important. Surfacing arrangements, street sweeping, parking issues, winter maintenance, the positive engagement of volunteer rangers and the long term sustainability of hubs are all vital considerations a long life approach to delivering a great Cycling Network.

As well as improving routes and places, we need to improve information on how to get around on the local network. This means signs, maps and a strategic approach to providing info on cycle routes. The **Map Y** provides a first indication of how a Cycle Network Map and the individually numbered routes of that network start to take shape with continuous direct routes providing for cycled journeys through the varied urban and rural environments of the district. Each route is numbered and would have corresponding on route signage to make journeys and destinations across the district easy and accessible.

The above mapping of routes and ambitious destination development ideas provide a vision for a bespoke future Cycling Network. We know this vision is only the start and we will with our Action Plan tackle the issues in order to deliver a high quality Cycling Network that is accessible for all.

We therefore have four key objectives provide the focus for the various actions required to ultimately deliver that Network

- **STRATEGIC CORE CYCLE ROUTE DEVELOPMENT** - Develop top-class, dedicated cycling routes that provide key arteries for cycling across and within the district. Develop a series of priority schemes to form the critical strategic routes of this strategy. When delivered these schemes will provide the framework to connect local neighbourhoods to a wider network as well as providing for long distance touring and leisure journeys.
- **LOCAL CYCLING NETWORK DEVELOPMENT** - Develop high-quality local networks via placemaking within neighbourhoods and key public areas (including town and city centres) that connect sensibly to core cycle routes, transport hubs and key destinations. Work to ensure that as national guidance and bespoke delivery advances, development in our local network is reflective of these evolving circumstances.

- **NETWORK WAYFINDING AND LONGEVITY** – Development of a strategy and in turn deliver a range of classed, numbered and signed routes to enable riders of all standards and on all types of journey to enjoy easily navigable journeys on our local Cycling Network. Where network elements are in place ensure that appropriate maintenance regimes are also in place.
- **DESTINATION INFRASTRUCTURE FACILITIES DEVELOPMENT** – The expectation for quality facilities to be provided at destinations, as standard, throughout the district. This requires good quality cycle parking, showering and storage facilities in our workplaces, schools and homes. It also means that public cycle storage should be provided to facilitate for all journeys, to a standard and in the right locations. This objective also exists to promote the development of a network of bespoke quality ‘hub’ destinations across the district where cycling takes place. This ranges from local facilities running community cycling activity through to nationally recognised bespoke facilities.

**Image – text below as caption**

*Regionally, a regional cycle network concept has been developed which may come to form an element of the forthcoming West Yorkshire Transport Strategy and the separate Cycle Prospectus. The schematic map **above** provides an idea of some of the longer distance commuting, leisure and touring routes that are or could become important in forming our region’s wider Cycling Network.*

**Image – text below as caption**

*This map gives an indication of our understanding, at the time of publishing, of the Bradford Cycle Network, what has already been delivered and where we need to make further investment to deliver that bespoke network. It also acknowledges that as well as routes between places we need to make neighbourhood environments better, safer places to cycle. Further, it provides a number of locations that already have some form of facility that, in helping people to get access to bikes, training or activities help to increase levels of participation.*

**Image – text below as caption**

*A draft schematic for the future of a fully signed, integrated and intuitive Bradford Cycle Network*

## **Aim 2: Provide greater ENCOURAGEMENT for cycling**

Having taken steps to ensure the *environment* for cycling is being and will continue to be developed, it is equally important to enable participation with ENCOURAGEMENT to all existing and potential cyclists to get out and ride. This aim looks towards how people and activities can work to encourage cycling to be a part of daily life for people of all ages.

Confidence to cycle is not just feeling safe and secure about the routes we travel on. It is just as important that people are confident in their own cycle skills and feel enabled to take part in cycling as a positive experience. It is important that we have a simply structured and therefore accessible approach to how we encourage participation help people to get cycle training and develop their skills, whatever their age.

Cycling must be seen as an accepted and valued activity that can be a practical, fun and exciting part of life in Bradford District both as a means of transport and as an activity in its own right. To foster this view it is important that we have cycling champions in our communities to provide a positive message and a platform for cycling, events to encourage participation and training to help the citizens of Bradford feel confident in their own skills and abilities.

We also need to build upon our success in attracting the Tour de France to our region to deliver a fantastic programme of events ranging from world the renowned to the locally organised. We have a fantastic club heritage in the district with xx British Cycling registered clubs at the time of writing, many of whom are involved in the organisation of a range of fantastic events. Enthusing people to partake in sporting and leisure activities also helps as a way to enable people to feel confident in cycling as a mode of travel. We must continue in the delivery of proven successful activities but be ambitious in our work to bring new and exciting events to the district that put us on the map as the cycling destination of choice.

Finally we must recognise that cycling activity is a wide ranging positive element in local life. It is a critical part in the story of our sporting prowess, our districts reputation, our economy and our children's futures. To ensure Bradford District's success in all these respects cycling must play a central part.

Providing encouragement for cycling will therefore be achieved via the following objectives:

- **CHAMPIONING CYCLING** – Harness the enthusiasm and experience of key Bradford people and organisations that already are or can become active champions of cycling in all its aspects. Identify and embrace these key figures as champions and use their positive influence to encourage communities and partners to play their part in making cycling a natural part in all our day to day lives.

- **CYCLE TRAINING** - Ensure appropriate training in cycling skills and in cycle maintenance skills is available regardless of age, gender, status and income.
- **SUPPORT FOR CYCLING EVENTS & ACTIVITIES** - Support and promote existing and new events (from World Class sporting events to regular community activities) in the Bradford District that residents and visitors alike can take part in, watch, be inspired by and be part of.

### **Aim 3: Improve the ENGAGEMENT of cycling**

The key to creating true Transformation is ensuring that there is constant, open, clear and positive information exchange between partners and those partnerships retain an understanding of the issues from the participant perspective.

With interest and investment in cycling on the increase and the improved environment and encouragement for cycling that will be delivered as a result of this strategy, it is important that these relationships are strengthened and that new emphasis and focus is placed upon communication and leadership between and from a variety of sectors. All partners must play their part and all must be held to account to ensure collective success in delivery.

One of the most common reasons cited by people who have not got involved is because they "didn't know" that something was going on. Or, even if they did, the perception was that it was somehow "not for them". Clear communication of the vast range of cycling activities for all that are available in Bradford is a significant task but one that will be made much easier by the wider development of this strategy and by the partnership approach to its delivery.

It is also important to understand that often a targeted and tailored message is necessary to create better awareness and understanding and break down barriers to cycling being an inclusive activity. This is not just about increasing participation in cycling but also crucially educating all users of public space to respectfully and safely share those spaces with others.

This results in the following strategic objectives:

- **ADVERTISING AND PROMOTION OF CYCLING** - Enhance the message of all forms of cycling and Bradford's cycling "offer" by the clever and targeted use of marketing and social media to promote cycling as a natural activity and/or choice of transport mode and to actively disseminate all relevant information via all media outlets. This includes supporting, adding value to and promoting key cycling partner campaigns and initiatives.
- **EDUCATING PARTNERS** – Ensure that all partners have an appropriate awareness of cycling needs and safety requirements. On one level this is about engagement with professionals and leaders who can work to make sure cycling opportunity is centrally considered in development decisions and should be such for all sections of the population. This objective is also about the need to innovate in ways of communicating with all public realm users. This is important so as help create a proactive relationship with all communities and foster a positive view of cycling as well as to deter dangerous behaviours. Further, we must add Bradford's voice to national lobbying to improve national standards for cycling-friendly infrastructure and signage and effect legal status for key issues.



- **LEADERSHIP, RESPONSIBILITY & DELEGATION** – Determine, via the B-Spoke Partnership, who must take a lead on each of the various aspects of cycling development and be responsible for outputs and results. Ensure that engagement across the various partners is co-ordinated so as to present a unified and constructive voice for cycling. Ensure that partners play leadership roles such that cycling is integrated into every facet of everyday design, development, activity and promotion to overtly convey the message that cycling is not only permitted but is actively encouraged.