

Appendix 1. Cycle Hire Action Plan		Short Term	
Action	Impact	Timescale/leading	Progress July 2015 / future plans
<p>1. Work with marketing & communications to design & distribute:</p> <ul style="list-style-type: none"> • New cycle hire leaflet • Loyalty card (3 hires 4th ½ price) • Servicing leaflet 	<ul style="list-style-type: none"> • Income generation & number of hires • Increase visitor numbers • Build reputation for quality bike repair • Income generation during off peak season 	<p>All 3 have been designed & printed.</p> <p>Distribution – Oct 2014-Feb 2015</p> <p>Helen Bower, Maureen Eastgate</p>	<p>Completed – most recent print includes servicing within main leaflet and updated T&Cs.</p> <p>5,000+ leaflets displayed and dispatched by distribution company 5,000 dispatched through partnership with DDDC TICs, libraries and other outlets</p> <p>60,000 copies of Summer of cycling brochure distributed to Manchester, Birmingham, Nottingham and Sheffield using targeted demographics primarily in retail outlets, restaurants, bars and supermarkets. The PDNPA Cycle Hire & Pedal Peak are a major sponsor and feature heavily.</p> <p>Partnership with Pinelodge holidays 25,000 guests per annum eligible for 10% discount in return for annual contribution to Cycle hire. Promoted in every welcome pack and e-shot to database.</p> <p>Research distribution opportunities further afield and further increase presence in the park. Continue to look at every opportunity to reduce print volume & utilise all forms of</p>

<p>2. Creation of database</p> <p>Huge leaflet/mail drop to target local business, business further afield, schools & groups</p> <p>Work with relevant partners who already hold this data to target individuals & groups</p> <p>E.g. Derwent school group generated £1500 in October 2014</p>	<ul style="list-style-type: none"> • Income generation • Increase awareness of product & brand • Build & maintain partnerships with local business • Schools & Educational groups- fulfil lesson objectives & part of the curriculum • Fulfil ambitions of reaching every child in the Peak District National Park 	<p>December 2014 & updated continuously</p> <p>Helen Bower, Maureen Eastgate</p>	<p><i>digital promotion.</i></p> <p>Each centre now has a procedure for updating and collection of data.</p> <p>1500 Schools contacted via Email shot. Data acquired though partnership with DCC.</p> <p>500 educational groups and schools mail dropped introductory offer and new leaflet.</p> <p>Ongoing – centre targets for prospects and repeat visits. New booking procedure terms and conditions to include permission to collect and use data. Target more demographic areas, to invite schools, educational groups and groups with accessibility needs.</p>
<p>3. Work with Marketing and Communication to gain Local leisure centre partnerships.</p> <p>Members of the Leisure Centre are eligible for reduced cost cycle hire. Increases value for money for the member at no extra cost to the users or facility provider.</p>	<ul style="list-style-type: none"> • Partnership working • Support local business • Income generation • Residents have sustainable access to local services (Management Plan) • Achieve plan of 27,000 plus hires per annum • Promote opportunities for the understanding & enjoyment 	<p>January 2015- timely for new year</p> <p>Helen Bower, Maureen Eastgate</p>	<p>Completed</p> <p>All 9,000 Derbyshire Dales District Council leisure card members have had an e-shot. Marketing gone into all leisure centres. Members are eligible for 25% off hires and 10% off servicing. We have procedures in place for collecting usage data.</p>

	<ul style="list-style-type: none"> • <i>In line with government initiative public health agenda to get people more active more often</i> • <i>Healthy lifestyles & widening participation (Recreation Strategy)</i> 		<p><i>Joint work on campaigns such as This Girl Can.</i></p> <p><i>Partnership work is ongoing Working with Cycling participation officer. Potential to become involved in schemes such as Bikeability.</i></p>
<p><i>4. Work with Marketing & Communications to create an annual marketing plan to include outreach events.</i></p> <p><i>Document all PR & resulting effectiveness</i></p>	<ul style="list-style-type: none"> • <i>Effective targeted marketing</i> • <i>Reduction in advertising costs</i> • <i>Increased understanding of the services we provide all year round in centres</i> • <i>Increased visitor numbers</i> • <i>Increase income generation</i> 	<p><i>December 2014</i></p> <p><i>Helen Bower, Maureen Eastgate</i></p>	<p><i>Will continue to update year on year. The resulting effectiveness of PR and Marketing will determine what we do to following year.</i></p>
<p><i>5. Work with communications (in particular Digital Marketing Officer) and Pedal Peak to increase reach through social media</i></p>	<ul style="list-style-type: none"> • <i>Effective targeted marketing</i> • <i>Reduction in advertising costs</i> • <i>Increased understanding of the services we provide all year round in centres</i> • <i>Increased visitor numbers</i> • <i>Increase income generation</i> 	<p><i>Helen Bower, Steve Sharratt, Carol Parsons</i></p>	<p><i>@PeakCycleHire Twitter followers increased. May 2014 – 1,071, September 2015 – 1,517, an increase of 446 followers . Regular account activity.</i></p> <p><i>Cycle hire manager has had training and permissions to edit website to ensure it's always relevant; planned in refresher training before the end of the year.</i></p> <p><i>Facebook success includes (promotion through main corporate page):</i></p>

			<p><i>Cycle hire sales: reach 489, 24 likes and shares</i></p> <p><i>Cycle hire open: reach 803, 42 likes and shares</i></p>
<p><i>6. Marketing & promotion of specialised equipment.</i></p> <p><i>Contact disability groups with in a 30 mile radius. (we currently have a group attending from as far as Birmingham)</i></p> <p><i>Research opportunities for funding of more specialised equipment.</i></p> <p><i>PR for existing equipment</i></p>	<ul style="list-style-type: none"> • <i>Income generation</i> • <i>Increase awareness of this USP</i> • <i>PR</i> • <i>Fulfil ambitions of the management Plan. A welcoming & inspiring place. Access for all & recreation.</i> • <i>Promote opportunities for the understanding & enjoyment</i> • <i>Healthy lifestyles & widening participation (recreation strategy)</i> 	<p><i>March 2015</i></p> <p><i>Completed- released w/c 13th Oct 2014. Derby radio to host a feature on the back of the press release at Parsley Hay about the mobility trikes.</i></p> <p><i>Helen Bower, Maureen Eastgate, Sarah Slowther</i></p>	<p><i>Ongoing following other developments:</i></p> <p><i>Parsley Hay to be included in Visit England Access for all national Marketing Campaign in the Express Newspaper and magazine Sept 2015 following successful bid.</i></p> <p><i>Access Statement now online for Parsley Hay</i></p> <p><i>All Staff have completed accessibility awareness training</i></p> <p><i>Partnership with Derbyshire Sport and Wheels for All potential funding of new kit.</i></p> <p><i>Research feasibility of advertising in specialist magazines e.g. access, disability now. Euans web guide.</i></p> <p><i>Funding being raised for Boma 7 wheelchair bike!</i></p>

<p>7. Promote Bulk Cycle Servicing. E.g. Parsley Hay commissioned to service 40 bikes, income approx. £3000</p>	<ul style="list-style-type: none"> • Income generation throughout off peak season • Build reputation for quality bike repair 	<p>November</p> <p>Helen Bower, Maureen Eastgate</p>	<p>Ongoing</p> <p>The company whose bikes we serviced last winter are returning for the annual repairs and service 2015/2016.</p> <p>More promotion and marketing of our repair and maintenance service as a whole is taking place. It has been included in the 2015 cycle hire leaflet, website and is often the subject of tweets.</p> <p>X5 cycle hire team members across the 3 centres to be trained to cytech level 2 during winter 2015 ready for a big push on repairs and servicing 2016.</p>
<p>8. Contact all 15 local YHA. Build positive partnerships.</p>	<ul style="list-style-type: none"> • Build enhance & partnership • Income generation • Promotion for understanding & enjoyment 	<p>November 2014</p> <p>Helen Bower, Maureen Eastgate & Sarah Wilks</p>	<p>YHA Preferred partner for cycle hire at 9 locations.</p> <p>Agreement signed off with respective legal teams. To be launched at YHA summer AGM along with Cycle Friendly Places initiative.</p> <p>Commissioned the Design team to make short video to promote and showcase our cycle hire centres and their beautiful landscapes to be features in the hostels.</p>

<p>9. <i>New bike fleet to go out tender</i></p>	<ul style="list-style-type: none"> • <i>Decrease expenditure</i> • <i>Better offering to customers</i> • <i>Increase profit margin when ex hire selling bikes</i> 	<p><i>December 2014</i></p> <p><i>Helen Bower, Philip Naylor</i></p>	<p><i>Trial to hold bikes for 2 seasons at Parsley Hay. Replaced fleet at Derwent and Ashbourne. Parsley Hay fleet to go out to tender for 2016/17 fleet Sept 2015.</i></p>
<p>10. <i>Marketing & promotion of a varied scheduled guided rides. Family, novice beginner, experienced.</i></p>	<ul style="list-style-type: none"> • <i>Promotion for understanding & enjoyment</i> • <i>Income generation</i> 	<p><i>Completed – Dates set for Oct, Nov 2014</i></p> <p><i>Will be ongoing throughout 2015</i></p>	<p><i>Dates set and advertised. Promotion though summer of cycling and events listed on VPDD website with links to PDNPA website. Data will be collated at the end of season.</i></p>
<p>11. <i>Host regular maintenance courses at all centres. Complete cost analysis to guarantee a good profit margin. Potential income £2400</i></p>	<ul style="list-style-type: none"> • <i>Income generation</i> 	<p><i>November 2014</i></p> <p><i>Helen Bower</i></p>	<p><i>Dates set and advertised to run though summer 2015</i></p> <p><i>Promotion though summer of cycling and events listed on VPDD website with links to PDNPA website.</i></p> <p><i>3 courses run so far have had 70-90% occupancy.</i></p> <p><i>Potential to host more maintenance classes 2016/2017 due to more qualified staff.</i></p>
<p>12. <i>Staff A:</i></p> <p><i>Delay replacement of supervisor at Derwent until next season. Replacement at supervisors' pay</i></p>	<ul style="list-style-type: none"> • <i>£7,000 Saving for the remainder of the financial year</i> • <i>£ 13,000 saving next financial year & beyond</i> 	<p><i>November 2014</i></p> <p><i>April 2015</i></p>	<p><i>Completed</i></p> <p><i>Total Payroll saving £15,000 2014/15 v 2013/14</i></p>

<i>scale.</i>		<i>Helen Bower, HR</i>	<i>Derwent supervisor replacement 5 days in season, 2 days off season (previously full time)</i>
<i>13. Staff B: Minimal staff will be used during off season. A complete review of the off season rota & contracts is being carried out to protect the income generated in peak season. During December the centres will open at weekends on a rota system with only one centre open at any one time.</i>	<ul style="list-style-type: none"> <i>Payroll reduction</i> 	<p><i>End October 2014</i></p> <p><i>Helen Bower, HR</i></p>	<p><i>Completed</i></p> <p><i>Will see further savings 2015/16. Contracts restructured allowing efficient winter opening times. Reduction in overall contracted hours throughout main season allowing flexibility if the weather is bad.</i></p>
<i>14. Retail review Improve merchandising for Cycle Spares</i>	<ul style="list-style-type: none"> <i>Increase foot flow</i> <i>Increase income</i> <i>Build reputation for quality bike shop</i> <i>Promotion of cycle servicing</i> 	<p><i>December 2014</i></p> <p><i>Helen Bower, Sue Beswick, Lesley Handley</i></p>	<p><i>Quick wins implemented</i></p> <p><i>Further plans include recommendations from the Derbyshire business retail review</i></p> <p><i>Eg, impulse buys, shop restructure, layout, pricing, branding.</i></p>
<i>15. Update business plan for the remainder of the season</i>	<ul style="list-style-type: none"> <i>SMART Goals</i> <i>Provide a bench mark for future seasons success</i> 	<i>October 2014</i>	<p><i>Completed</i></p> <ul style="list-style-type: none"> <i>Achieve budget</i>

<p><i>Devise a Business plan for 2015/16</i> <i>To include targets for:</i> <i>Cycle hire numbers per centre</i> <i>Financial targets</i> <i>Specialised equipment</i> <i>Customer service</i> <i>Outreach</i> <i>Marketing</i></p>	<ul style="list-style-type: none"> • <i>Clear Vision</i> • <i>Clear Mission</i> • <i>Team buy in</i> 	<p><i>March 2015</i></p>	<ul style="list-style-type: none"> • <i>25,000 hires</i> • <i>Customer service 90%plus</i> • <i>Increase use of specialised equipment by 10%</i> • <i>Increase servicing income 10%</i>
Mid term			
<p><i>16. Trial holding bikes for 2 seasons before selling as ex hire.</i></p>	<ul style="list-style-type: none"> • <i>Testing more efficient use of our assets</i> 	<p><i>Saving over 2015/16 & 2016/17</i> <i>Helen Bower</i></p>	<p><i>Trial implemented at Parsley Hay. Repair costs and resale values Vs replacing fleet will be compared at the end of 15/16 season.</i> <i>Parsley Hay fleet to go to tender sept 2015</i></p>
<p><i>17. Work with Marketing & Communications to improve signage and information at all centres</i> <i>Work with Severn Trent at Derwent</i></p>	<ul style="list-style-type: none"> • <i>Increase foot flow</i> • <i>Increase awareness of cycle hire</i> • <i>Increase income</i> • <i>Strengthen cycle hire branding</i> 	<p><i>February</i> <i>Helen Bower, Maureen Eastgate, Catherine Bowmer</i></p>	<p><i>All sites now have uniformed and officially branded notices and posters.</i> <i>Banners installed at Derwent End May</i> <i>Maureen is leading on a project for corporate branding.</i></p>
<p><i>18. Web bookable cycle hire</i></p>	<ul style="list-style-type: none"> • <i>Income generation</i> • <i>Better resourcing of centres, reduction in staffing costs</i> 	<p><i>2015</i> <i>Steve Sharratt, Helen Bower</i></p>	<p><i>Meeting with Cinolla (the software vendor of the online booking tool). L&D to trial software initially from</i></p>

			<p><i>June 2015 and Cinolla to complete some development to increase functionality for cycle hire type events bookings.</i></p> <p><i>Possible IT connectivity Issues at Derwent to be investigated further before consideration of any booking system though there is no guarantee that better connectivity is possible at that rural location (If connectivity improvements are possible the cost is likely to be between £5k and £15k per year on a minimum 3 or 5 year contract).</i></p> <p><i>Helen to organise a meeting with 'Bike Rental'. Many cycle hire centres use this software.</i></p>
<p><i>19. Sale of new bikes from centres</i></p>	<ul style="list-style-type: none"> • <i>Income Generation</i> • <i>Promotion of servicing</i> • <i>Build reputation & brand for quality bike shop</i> 	<p><i>2015</i></p> <p><i>Helen Bower</i></p>	<p><i>Currently testing the market by selling a limited selection of new bikes. Further research is required to source and supply bikes that customer's desire and to ensure the bikes we stock are marketed to the right audience.</i></p> <p><i>To be included in the tender sept 2015 for Parsley Hay.</i></p>
<p><i>20. Host learn to ride lessons. At Parsley Hay using trikes &</i></p>	<ul style="list-style-type: none"> • <i>Income Generation</i> • <i>Promotion for understanding &</i> 	<p><i>February 2015</i></p>	<p><i>Deemed not feasible at this time due to other priorities. Will review for</i></p>

<p><i>step through bikes</i> £300</p>	<p><i>enjoyment</i></p>	<p><i>Helen Bower, Maureen Eastgate, Carol Parsons</i></p>	<p><i>2016. Look partnerships with other organisations, many of these schemes are funded allowing the learner to do so FOC.</i></p>
<p><i>21. Review concession arrangement at Ashbourne & Parsley Hay. Franchise out on a 3 yearly renewable lease which is put out to open tender. Review whether the licence falls under the remit of Cycle Hire.</i></p>	<ul style="list-style-type: none"> • <i>Increased income</i> • <i>Hours of operation work in conjunction with centre opening times and customer demand</i> 	<p><i>March 2015</i></p> <p><i>Helen Bower, Emma Stone , Mary Bagley, Philip Naylor</i></p>	<p><i>Concession has been successfully renewed at Ashbourne.</i></p> <p><i>Parsley Hay currently has a concessionaire in place and we continue to take a licence fee.</i></p>
<p><i>22. Review Car Park fees and enforcement.</i></p>	<ul style="list-style-type: none"> • <i>Increased income</i> 	<p><i>Helen Bower, Mary Bagley, Emma Stone, Philip Naylor</i></p>	<p><i>As part of car park review.</i></p>
<p><i>23. Research the feasibility Indoor/ outdoor cycling fitness classes</i></p>	<ul style="list-style-type: none"> • <i>Income generation</i> 	<p><i>January 2015</i></p> <p><i>Helen Bower, Policy Research Group</i></p>	<p><i>Deemed not feasible at this time due to other priorities. Will review for 2016. Look at partnerships with other organisations such as Breeze and Cycling for Girls.</i></p>
<p><i>24. Fitness Rides- New Year</i></p>	<ul style="list-style-type: none"> • <i>Income generation</i> • <i>Promotion for understanding & enjoyment</i> 	<p><i>January 2015</i></p> <p><i>Helen Bower, Maureen Eastgate</i></p>	<p><i>Deemed not feasible at this time due to other priorities. Will review for 2016. Look at partnerships with other organisations such as Breeze and Cycling for Girls.</i></p>

25. Implement a new & improved user survey for 2015/16	<ul style="list-style-type: none"> • Improve service • Improve targeted marketing • Targeted outreach • Increase income 	<p>March 2015</p> <p>Helen Bower, Simon Geikie</p>	<p>Completed</p> <p>Data currently being collected, Questionnaire due to reviewed in line with collection of corporate data.</p>
26. Research innovative markets & opportunities to promote cycle hire e.g. Public Health Funding, GP Referral	<ul style="list-style-type: none"> • Increase income • Promote opportunities for the understanding & enjoyment • Healthy lifestyles & widening participation (recreation strategy) • In line with government initiative public health agenda to get people more active more often 	<p>2015</p> <p>Helen Bower, Sarah Slowther, Policy Research Group</p>	<p>Ongoing</p> <p>Expression of interest submitted for Electrically Assisted Pedal Cycle Programme. Helen Bower to project lead if the bid is successful.</p>
27. Postcode Analysis- identify & target gaps	<ul style="list-style-type: none"> • Increase income • Increase reach • Targeted marketing 	<p>2015</p> <p>Helen Bower Simon Geikie, David Alexander</p>	<p>Spreadsheet set-up now collecting data. New questionnaires will also capture demographics.</p>
Long Term			
28. Research possibility of Cycle	<ul style="list-style-type: none"> • Partnership work 	<p>2015</p>	<p>Application of funding bid submitted</p>

<p><i>Hires from other places in the Peak District National Park e.g. National Trust properties, Chatsworth</i></p>	<ul style="list-style-type: none"> • <i>Income generation</i> 	<p><i>Helen Bower</i></p>	<p>for electrically assisted bikes to be put into visitor centres and North lees campsite.</p>
<p><i>29. Research opportunities & external funding for a mountain bike skills loop</i></p>	<ul style="list-style-type: none"> • <i>Fulfil ambitions of the management Plan. A welcoming & inspiring place. Access for all & recreation.</i> • <i>Promote opportunities for the understanding & enjoyment</i> • <i>Healthy lifestyles & widening participation (recreation strategy)</i> • <i>Increase income generation</i> • <i>In line with government initiative public health agenda to get people more active more often</i> 	<p><i>2015/2016</i></p> <p><i>Helen Bower, Sarah Slowther , Carol Parsons</i></p>	<p><i>There is likely to be a funding bid submitted for skills loops by Derbyshire Sport and suggested locations on our trails have proved unfeasible.</i></p>
<p><i>30. Development of Millers Dale</i></p>	<ul style="list-style-type: none"> • <i>Fulfil ambitions of the Management Plan. A welcoming & inspiring place. Access for all & recreation.</i> • <i>Promote opportunities for the understanding & enjoyment</i> • <i>Healthy lifestyles & widening participation (recreation strategy)</i> • <i>Increase income generation</i> • <i>In line with government initiative public health agenda to get</i> 	<p><i>Strategic Trails Programme</i></p>	<p><i>Business case in progress to refine the development options identified by Atkins Consultants</i></p>

	<i>people more active more often.</i>		
<i>31. Development of Parsley Hay</i>	<ul style="list-style-type: none"> • <i>Fulfil ambitions of the Management Plan. A welcoming & inspiring place. Access for all & recreation.</i> • <i>Promote opportunities for the understanding & enjoyment</i> • <i>Healthy lifestyles & widening participation (recreation strategy)</i> • <i>Increase income generation</i> • <i>In line with government initiative public health agenda to get people more active more often.</i> 	<i>Strategic Trails Programme</i>	<i>Business case in progress to refine the development options identified by Atkins Consultants.</i>