

# **Market Engagement – Cycle Centred Behaviour Change Programme**

Lancashire County Council

June 2026

## 1. Introduction

Lancashire County Council (The Authority) is the fourth largest Local Authority in England and Wales and employs approximately 35,000 staff. It serves a population of 1.1 million which is rich in cultural diversity, and covers an area of 3,070 sq. km. Further information about Lancashire County Council can be found at: <http://www.lancashire.gov.uk>

## 2. Overview

The county council is looking for a provider to develop, manage, promote and deliver a cycle centred engagement and behaviour change programme targeted at Lancashire businesses, communities and residents. The programme should support a healthy and fun competition element between or within organisations and present cycling as a fun, effective and practical active travel option and help embed cycling as a transport or lifestyle choice.

The tender procedure is anticipated to be an Open above-threshold services procurement. The evaluation weightings will likely be a mixture of quality, technical and price considerations.

The Authority is currently drafting suitable contract terms.

## 3. Questionnaire

This preliminary market engagement exercise does not constitute a formal tender or pre-qualification process. It is issued for the sole purpose of market engagement and information gathering to help shape the final procurement approach.

Participation in this preliminary market engagement exercise is not mandatory and will not affect eligibility to participate in the formal procurement process once launched.

Responses to the preliminary market engagement exercise will not be scored but will be reviewed by the Authority to understand market appetite, delivery capability, and preferences regarding service provision and risk allocation.

Submission of a response to this preliminary market engagement exercise does not constitute a contractual offer and shall not be construed as creating any obligation on the part of the Authority to proceed with a formal procurement or to award any contract.

The Authority reserves the right to:

- Make changes to the scope or timing of the procurement process.
- Hold informal engagement discussions with respondents to this preliminary market engagement exercise to clarify responses where required.
- Proceed or not proceed with the procurement process at its absolute discretion.

All information shared in responses will be treated in confidence and used only for the purposes of refining the procurement strategy.

All information issued by and provided to the Authority should and will be treated as confidential and used only for internal purposes relating to project planning and procurement preparation.

Please provide the following details:

Contact name	
Name of organisation	
Role in the organisation	
Phone number	
E-mail address	
Postal address	

We would greatly appreciate a response to the following questions:

1) Are the proposed overview/requirements (draft specification) contained within Annex 1 clear and understandable?

- Yes
- No
- If No, please specify which areas were unclear:

2) With reference to Annex 1 - Are there any requirements that you feel are overly prescriptive and would prevent or constrain you from tendering?

- Yes
- No
- If Yes, please elaborate:

- 3) Are there improvements or changes you would suggest to make the opportunity more attractive?

- 4) Are there improvements or changes you would suggest to make the programme more effective?

- 5) It is anticipated that the annual budget for delivery of the core programme would be £75,000, although this may be subject to change prior to final specification. Is this considered reasonable and sufficient for the requirements specified?

- Yes
- No
- If No, please elaborate:

- 6) Do you have any other comments, questions or suggestions regarding the procurement or requirements?

#### 4. Market Engagement Timeline

Timeline	Deadline Date
Pack released	12/06/2026
Response deadline	12pm on 26/06/2026

Please return your completed questionnaire via email to:

[contractscorporate@lancashire.gov.uk](mailto:contractscorporate@lancashire.gov.uk)

After this deadline, Lancashire County Council will review the responses.

## ANNEX 1 – DRAFT SPECIFICATION

### 1. Overview

- 1.1. Lancashire County Council (LCC) is seeking to appoint a suitably experienced provider to design, deliver, and manage a cycle-centred engagement and behaviour change programme for businesses, organisations, community groups and residents across Lancashire.
- 1.2. The programme will operate over an initial period of 2 years from December 2026 with an option to extend for a further 12-month period up to a total contract period of 3 years maximum, and is intended to promote cycling as a practical, enjoyable, and sustainable mode of transport.
- 1.3. The overall aim of the programme is to encourage greater participation in cycling while embedding long-term behaviour change. In particular, the Council is keen to ensure that cycling is viewed not just as a leisure activity, but also as a viable everyday travel option that contributes to improved health outcomes and environmental benefits.

### 2. Objectives

- 2.1. The primary objective of this programme is to increase participation in cycling across Lancashire while encouraging sustained behavioural change in relation to active travel. The successful provider will be expected to engage a wide cross-section of the population, including individuals, workplaces, and community organisations.
- 2.2. A key requirement is that the programme successfully attracts new, novice, and occasional cyclists, with a target that at least 30% of active participants fall into these categories. The programme should therefore be designed to reduce barriers to entry, build confidence, and provide ongoing encouragement and support to participants. In doing so, it should support wider local objectives such as improving public health, reducing congestion, and contributing to environmental sustainability.

### **3. Scope of Services**

- 3.1. The provider will be responsible for delivering a comprehensive annual programme comprising several distinct campaigns, aligned with key seasonal periods or other significant events throughout the year. These campaigns should be clearly identifiable and structured in a way that maintains participant interest and engagement over time.
- 3.2. Campaigns may be coordinated with national or UK-wide initiatives where appropriate, enabling Lancashire participants to engage alongside others across the country and benefit from shared resources, increased visibility, and broader promotional activity.
- 3.3. Each campaign should incorporate a mix of promotional activity, engagement opportunities, motivation and incentives designed to encourage participation from both individuals and organisations.
- 3.4. The programme should aim to engage in excess of 200 organisations and at least 1,800 riders annually. Engagement should be inclusive and geographically widespread, while also allowing for focused activity in priority areas identified by the Council.
- 3.5. Without impacting on general availability county wide the programme should be suitable to enable targeting in priority locations particularly where large investments in highway infrastructure, and particularly active travel improvements, have been implemented. For 2027 this would primarily be areas of east Lancashire where Levelling Up funding is being focussed.

### **4. Digital Platform Requirements**

- 4.1. A central requirement of the programme is the provision of a digital platform, accessible via web and/or mobile application, which will act as the primary interface for participation. This platform must be user-friendly, reliable, engaging, and accessible to a range of users including individuals, workplaces, and community groups.
- 4.2. The platform should enable users to register and participate in campaigns, record their cycling activity, and monitor their progress against personal or organisational goals. It should also provide access to relevant information, guidance, encouragement, and support materials that help users remain engaged throughout the programme.
- 4.3. The platform must have the capability to record activity automatically (for example GPS) and manual entry depending on the participants preference.
- 4.4. The platform should support social interaction and engagement, for example through the sharing of stories, images, or videos. Features such as gamification, including leaderboards, challenges, badges, or rewards, should

be incorporated to encourage friendly competition and sustained participation. The platform should also allow for competition between organisations or within multi-site organisations of similar size.

## 5. Engagement and Behaviour Change Approach

- 5.1. The programme must be underpinned by evidence-based behaviour change principles and designed to encourage long-term habit formation. It should incorporate a range of motivational techniques, including gamification, incentives, and social engagement, to attract and retain participants.
- 5.2. The provider will be expected to supply a range of engagement tools and supporting resources for participating organisations. These may include promotional materials, toolkits, guidance documents, and incentive schemes aimed at encouraging participation and sustaining interest over time.
- 5.3. It must also be clear how the programme will support and cross-promote related Council initiatives, some of which are delivered by third party providers, such as cycle training, maintenance services, bike hire schemes, organised rides or events, and incentive schemes.
- 5.4. The provider is expected to base their strategy, campaign designs, and interventions on established behavioural science principles. The preferred framework is the **COM-B** model, however, the Council remain open to the inclusion of hybrid methodologies or alternative established frameworks providing the provider outlines the rationale for their selection.

## 6. Data Capture and Insights

- 6.1. The digital platform must be capable of capturing robust and reliable data relating to cycling activity. This includes the use of automatic tracking as one mechanism as well as manual entry to record journeys, with functionality to capture all types of cycling activity, particularly short, everyday trips as well as longer rides.
- 6.2. In addition to activity tracking, the platform should also be able to capture information about the purpose of the journey and if the trip would have replaced a car journey.

## 7. Reporting and Dashboard

- 7.1. The successful provider will be required to supply a secure and user-friendly real-time dashboard accessible to officers nominated by LCC contacts. This dashboard should provide up-to-date information on programme performance, including participation levels, campaign progress, and key metrics.
- 7.2. The dashboard must include, as a minimum, the ability to monitor live participation metrics by campaign, area, and/or workplace; Track trip data in

particular frequency, distance, and purpose; View trends in rider engagement, demographics, and behaviour change.

- 7.3. In addition to live reporting, the provider must deliver formal reporting at agreed intervals. This should include interim reports at key stages of the programme, as well as a comprehensive annual report at the end of each 12-month period and contract end. The annual report should summarise outputs and outcomes, highlight achievements, and include case studies or participant stories that demonstrate the impact of the programme.

## **8. Customer Engagement Manager**

- 8.1. In addition to a dedicated Project Manager, the programme is expected to include the involvement of a dedicated Customer Engagement Manager (CEM). This role will be responsible for overseeing delivery at a local level, identifying and driving engagement with champions and participants, workplaces and organisations, and enhancing the overall customer experience.
- 8.2. The CEM will be the local face of the programme driving engagement on the ground with businesses, organisations, communities and stakeholders across Lancashire. Staging or supporting suitable events that would increase sign-ups and support retention.
- 8.3. They would act as the key point of contact, increasing participation, supporting local partners and building strong relationships with workplaces, organisations, community groups and active travel stakeholders. They will play a central role in sustaining engagement and interest throughout the programme.
- 8.4. Engagement with larger organisations and businesses should focus on increasing participation, sign-up activity, and longer-term retention. The Provider will be expected to develop and provide supporting materials, including toolkits and engagement resources, alongside appropriate customer engagement and management support to encourage involvement and local promotion including face to face engagement where necessary.
- 8.5. Engagement with smaller organisations and businesses should primarily be undertaken through targeted outreach activity. This may include providing accessible information, guidance, communications, and support directly to organisations through a range of suitable channels, without necessarily relying on face-to-face engagement.
- 8.6. The Provider will also be expected to undertake promotion and publicity activities aimed at community groups and the wider public to encourage awareness, participation, and sustained engagement with campaign activity.
- 8.7. Particular emphasis should be placed on identifying and engaging priority areas and underrepresented groups. The Provider should demonstrate an ability to identify suitable and potential partners and deliver targeted

engagement activity that supports inclusive participation and maximises local impact.

## **9. Data Protection and Security**

9.1. The provider will act as a Data Processor in relation to any personal data collected and processed as part of the programme. As such, they must ensure full compliance with all applicable data protection legislation and demonstrate that appropriate technical and organisational measures are in place to safeguard personal data.

9.2. This includes protecting against unauthorised or unlawful processing, as well as accidental loss, destruction, or damage to data. Providers will also be required to complete and submit a Processing, Personal Data and Data Subjects form as part of their tender submission.

## **10. Commercial and Pricing Requirements**

10.1. Providers are required to submit pricing that identifies the total costs associated with delivering the programme. This must include costs covering core elements as detailed in the price file.

10.2. Optional service components may be offered at additional cost during the life of the contract, but any additional services must be agreed with the Council before implementation and will not form part of the tender evaluation.

10.3. Following receipt of a valid purchase order, 60% of the annual fee will be paid at the commencement of the contract, 30% of the annual contract value will be paid after 6 months and the final 10% following receipt of the end of year evaluation report.

10.4. The Council has indicated that there is a total annual budget for the core programme which is detailed in the price file, any bids received which exceed this value will be rejected.

## **11. Optional and Value-Added Elements**

11.1. Providers may offer additional features or enhancements that add value to the programme. These could include integration with national frameworks or campaigns, supplementary CEM hours, expansion into other modes of active travel (where supported by evidence), or the provision of enhanced data analytics and insights.

11.2. Providers are expected to continue to develop services and enhance systems during the life of the agreement where new technology or functionality becomes available.

## **12. Implementation Timeline**

12.1. The successful Provider will be required to plan, develop, and deliver multiple targeted campaigns across the annual delivery period in accordance with the following indicative programme and milestone dates.

12.1.1. Contract Award: November 2026

12.1.2. Mobilisation and Planning Phase  
November 2026

The Provider shall undertake mobilisation activities, including project initiation, stakeholder engagement, audience identification, campaign planning, governance arrangements, and agreement of delivery schedules and reporting requirements.

12.1.3. Infrastructure and Campaign Launch  
December 2026

The Provider shall establish all necessary infrastructure, systems, creative assets, and communications channels required to support campaign delivery and programme launch.

12.1.4. Annual Campaign Delivery

Commencing December 2026 and continuing throughout the contract period  
The Provider shall deliver multiple campaigns and supporting engagement activities across the annual period. Campaigns should be aligned to seasonal or other priorities, target audiences, behavioural outcomes, and agreed objectives, with flexibility to respond to emerging requirements where necessary.

### **13. Governance and Stakeholder Management**

13.1. The successful Provider will be expected to work collaboratively with the Council and relevant stakeholders to ensure efficient communication, and delivery throughout the contract period. Robust and affective governance arrangements must be established and maintained to support delivery, performance management, and strategic oversight.

13.2. The Provider shall appoint a dedicated Project Manager who will act as the primary operational lead for the contract. The Project Manager will be responsible for overseeing day-to-day delivery, coordinating activities and resources, managing timelines and key actions, and ensuring that all agreed deliverables and reporting requirements are met.

13.3. The Council will appoint a Contract Manager who will provide strategic oversight and direction throughout the contract term. The Contract Manager will also be responsible for budget oversight and approvals and will work closely with the Provider to ensure alignment with agreed objectives and outcomes.

13.4. A Project Steering Group will be established and meet monthly to review progress, delivery achievements and participation levels, monitor performance,

consider any emerging opportunities, address risks and issues, and agree any required actions or changes to delivery plans.

13.5. The Provider will be required to demonstrate a proactive and collaborative approach to stakeholder engagement. This should include maintaining regular communication with the Council through the Project Steering Group.

13.6. The Project Steering Group should comprise as a minimum the Project Manager, Customer Engagement Manager and LCC Contract Manager.