

Appendix 14: Stakeholder analysis

Stakeholder	Role overview	Interests	Influences
1. Programme management group			
Newcastle Council Transport Department	<ul style="list-style-type: none"> Design, implementation and evaluation of public realm infrastructure schemes Public health outcomes Economic growth Job creation Carbon emission reduction Air quality improvement 	<ul style="list-style-type: none"> Improved public realm that enhances quality of life, access and movement for priority user groups and modes (walking, cycling and public transport) Reduced impact on highways network – congestion, maintenance, parking, provision Creating a safer transport system that meets users' needs through a hierarchical methodology that prioritises people and place over private motor vehicle convenience 	<ul style="list-style-type: none"> Ultimate decision on infrastructure implementation Work alongside other Council departments with complementary policy and strategy goals Help create a built environment to allow people to cycle more easily and safely Systems and decision review structure to uphold local voice and concerns Delivery of LSTF schools and workplaces projects
Newcastle Council Public Health Department	<ul style="list-style-type: none"> Designing strategy that shapes the physical and social interactions of people with regards to health Developing and delivering programmes that promote and achieve better public health Influencing partners and Council department strategy and policy to help achieve complementary objectives 	<ul style="list-style-type: none"> Schemes and projects that reduce sedentary lifestyles Schemes that improve air quality Schemes that improve mental health Activity as part of daily life across all age groups Meeting NICE guidance through scheme design and delivery 	<ul style="list-style-type: none"> Based within Council under new PH structures Offering match funding to this bid – have direct interest and power to shape City to improve cycling offer
Gateshead Council Transport Department	<ul style="list-style-type: none"> Design, implementation and evaluation of public realm infrastructure schemes Public health outcomes Economic growth Job creation Carbon emission reduction Air quality improvement 	<ul style="list-style-type: none"> Improved public realm that enhances quality of life, access and movement for priority user groups and modes (walking, cycling and public transport) Reduced impact on highways network – congestion, maintenance, parking, provision Creating a safer transport system that meets users' needs through a hierarchical methodology that prioritises people and place over private motor vehicle convenience 	<ul style="list-style-type: none"> Ultimate decision on infrastructure implementation Work alongside other Council departments with complementary policy and strategy goals Help create a built environment to allow people to cycle more easily and safely Systems and decision review structure to uphold local voice and concerns Delivery of LSTF schools and workplaces projects

Stakeholder	Role overview	Interests	Influences
Sustrans	<ul style="list-style-type: none"> Improving the built environment and affecting behaviour change to increase the awareness and modal share of active travel and public transport Developing Champions and volunteers to build sustainable project legacies 	<ul style="list-style-type: none"> Developing schemes that allow people to walk and cycle more easily and safely, regardless of the previous experience or perceptions Improving public health through improvements to the built environment that increase access, permeability and continuity 	<ul style="list-style-type: none"> National benchmarking and best practice Evidence base to support built environment changes that favour active and sustainable modes Development and linkage to the National Cycle Network Large local volunteer base with extensive experience and reputation Private sector support for several successful projects
Nexus	<ul style="list-style-type: none"> Public transport executive; plans provides and promotes public transport services in Tyne and Wear 	<ul style="list-style-type: none"> Integration of cycling and public transport Aspiration to allow carriage of bikes on Metro 	<ul style="list-style-type: none"> Decisions on design and implementation of schemes involving public transport in Tyne and Wear
Newcastle University Northumbria University	<ul style="list-style-type: none"> Development of built environment within Newcastle campus Improved facilities for the movement of large groups of students around the City area 	<ul style="list-style-type: none"> Safe, accessible corridors to allow mass transit of students and associates around the campus and City centre Promotion and uptake of active and sustainable travel by students within, to and from the City centre 	<ul style="list-style-type: none"> Large land holding within the City centre area Funding to develop quality schemes Science City site – development of new campus to West of City At the forefront of research and design

2. Technical co-ordination group			
Newcastle Transport Department – Engineers and Cycling Officer	<ul style="list-style-type: none"> • Design, implementation and evaluation of public realm infrastructure schemes • Public health outcomes • Economic growth • Job creation • Road safety 	<ul style="list-style-type: none"> • High quality infrastructure • Permeable and accessible routes through public realm • Solutions to manage changing City Deal area needs and developments • Sustainable and resilient development 	<ul style="list-style-type: none"> • Ultimate design decisions • Experience of governing structures, codes and practices • Consideration for mixed user groups
Gateshead Transport Department – Engineers and Cycling Officer			
Gateshead Cycle Forum	<ul style="list-style-type: none"> • Public consultation and discussion platform for people interested in cycling issues 	<ul style="list-style-type: none"> • Viewpoints of real-world cyclists and their needs and wishes for better cycling provision and prioritisation 	<ul style="list-style-type: none"> • Emerging group with range of cyclists represented • Aiming to improve conditions and access for cyclists
Newcastle Cycle Forum	<ul style="list-style-type: none"> • Public consultation and discussion platform for people interested in cycling issues 	<ul style="list-style-type: none"> • Viewpoints of real-world cyclists and their needs and wishes for better cycling provision and prioritisation 	<ul style="list-style-type: none"> • Active group with long-standing commitment to empowering cyclists, improving conditions and delivering better schemes
Newcastle Cycling Campaign	<ul style="list-style-type: none"> • Pragmatic and volunteer-run political lobby for everyday cycling and better public realm 	<ul style="list-style-type: none"> • Improving cycling for all people through increased investment, promotion and prioritisation within City development frameworks 	<ul style="list-style-type: none"> • Large evidence base of national and international best-practice examples and methodologies • Determined voice with member considerations
Nexus	<ul style="list-style-type: none"> • Passenger transport executive; plan provide and promote public transport services in Tyne and Wear 	<ul style="list-style-type: none"> • Integration of cycling and public transport • Aspiration to allow carriage of bikes on Metro 	<ul style="list-style-type: none"> • Decisions on design and implementation of schemes involving public transport in Tyne and Wear
CTC	<ul style="list-style-type: none"> • Improving conditions for cyclists 	<ul style="list-style-type: none"> • Better built environment for safer, more accessible cycling journeys • Attracting more people to cycle more often 	<ul style="list-style-type: none"> • Committed to consultation and design groups for infrastructure schemes • Benchmarking • Snagging and issue awareness through IT networks • Outstanding works list
Living Streets	<ul style="list-style-type: none"> • Pedestrian charity campaigning for and delivering infrastructure and behaviour change schemes 	<ul style="list-style-type: none"> • High quality infrastructure • Permeable and accessible routes through public realm • Priority provision for pedestrians in community and urban core zones • Better public health through increased walking frequency and levels amongst all ages 	<ul style="list-style-type: none"> • Street audits • Street furniture best practice • National and international solutions and best practice • Links to public health funding and experts

Newcastle Disability Forum	<ul style="list-style-type: none"> Works to eliminate barriers, promotes access to information, services and facilities and offers support to disabled people 	<ul style="list-style-type: none"> Mobility issues Information and service access Built environment suitability Social awareness and integration 	<ul style="list-style-type: none"> Range of historical views and experience about implemented projects Expert knowledge on disability rights and needs Consultation partner for development
Sustrans	<ul style="list-style-type: none"> Improving the built environment and affecting behaviour change to increase the awareness and modal share of active travel and public transport Developing Champions and volunteers to build sustainable project legacies 	<ul style="list-style-type: none"> Developing schemes that allow people to walk and cycle more easily and safely, regardless of the previous experience or perceptions Improving public health through improvements to the built environment that increase access, permeability and continuity 	<ul style="list-style-type: none"> National benchmarking and best practice Evidence base to support built environment changes that favour active and sustainable modes Development and linkage to the National Cycle Network Large local volunteer base with extensive experience and reputation Private sector support for several successful projects Management of successful infrastructure grant schemes to develop higher-quality infrastructure
3. Stakeholder group			
1. Age UK	<ul style="list-style-type: none"> Improving later life through information and advice, services, campaigns, products, training and research 	<ul style="list-style-type: none"> Built environment consideration relating to older people Promotion of better infrastructure, routes, safety and health through associated campaigns 	<ul style="list-style-type: none"> Informing policy and strategy through consultation Historical expertise about good and bad schemes
2. Bus operators (Stagecoach, GO Northeast, Arriva)	<ul style="list-style-type: none"> Delivering bus services 	<ul style="list-style-type: none"> Improved access and provision for bus services Linkage to other modes – walking and cycling 	<ul style="list-style-type: none"> Built environment and highway development consultation Standard of service offered Simplicity for end user around stops, network, signage and integration with cycling
3. CTC	<ul style="list-style-type: none"> Improving conditions for cyclists 	<ul style="list-style-type: none"> Better built environment for safer, more accessible cycling journeys Attracting more people to cycle more often 	<ul style="list-style-type: none"> Consultation and expertise on cycling infrastructure schemes Campaigning for better resourcing and promotion of cycling schemes
4. The Cycle Hub Ltd.	<ul style="list-style-type: none"> Social Enterprise based on Riverside in the East of the City Promotes and facilitates cycling, complete with bike hire facilities, cafe, bike shop and repair workshop. 	<ul style="list-style-type: none"> Infrastructure and promotion that enables more people to cycle for leisure, sport and health purposes Better quality built environment for cyclists 	<ul style="list-style-type: none"> Popular venue for cycle groups to meet Information from all demographics of cyclists who use the facility and spread the word

5. Cycle Centre shop	<ul style="list-style-type: none"> Bike shop based in the East of the City 	<ul style="list-style-type: none"> Family cycles and entry level models in addition to higher end equipment Strong community orientation Partner in The Active Travel Centre social enterprise on the riverside 	<ul style="list-style-type: none"> Views of East end residents and cyclists Linkage to The Active Travel Centre social enterprise
6. Elders' Council	<ul style="list-style-type: none"> Voluntary older people's forum in Newcastle to make sure that the views of the over 50s are taken into account by decision-makers. 	<ul style="list-style-type: none"> Schemes that will directly benefit and take into account elders' views and how they interact and move through the built environment 	<ul style="list-style-type: none"> Peers of senior officers Experience of working at high level and/or in similar fields Strong intergenerational ally
7. Edinburgh Bike Coop shop	<ul style="list-style-type: none"> Bike shop based in the East of the City 	<ul style="list-style-type: none"> Specialist and enthusiast equipment from mid-to-high end Good supporter of local events and organisations 	<ul style="list-style-type: none"> Views of East end residents and cyclists Linkage to recreational clubs and events
8. Friends of the Earth North East	<ul style="list-style-type: none"> Environmental charity involved in educating and influencing through campaigns and lobbying 	<ul style="list-style-type: none"> Sustainable development Environmental protection Equality and diversity Social integration and community cohesion 	<ul style="list-style-type: none"> Strong history of successful marketing and campaigning Evidence and research base for policy change
9. Gateshead College	<ul style="list-style-type: none"> Provider of educational courses across several standards Large employer and fundraiser 	<ul style="list-style-type: none"> Mass transit of student population to sites across Gateshead Sustainable and active modes for students and staff Better health amongst staff /students 	<ul style="list-style-type: none"> Development of new and existing campus sites Infrastructure design, implementation and match funding Spatial and economic strategy
10. Gateshead Cycle Forum	<ul style="list-style-type: none"> Public consultation and discussion platform for people interested in cycling issues 	<ul style="list-style-type: none"> Hearing and responding to wide range of cyclists' views and concerns in order to shape decisions and prioritise delivery 	<ul style="list-style-type: none"> Democratic development of strategic cycle network Delivery of LSTF schools and workplaces projects
11. Halfords	<ul style="list-style-type: none"> Retailer of bikes alongside established motor accessories 	<ul style="list-style-type: none"> Entry-level, affordable bike market for families 	<ul style="list-style-type: none"> Very strong public brand recognition Large market share of bike-shaped-object sales Ability to promote campaigns to large audience
12. John Boste Youth Centre (Walker)	<ul style="list-style-type: none"> Youth project in Walker, East of City centre, along strategic route 	<ul style="list-style-type: none"> Young people's voice, activities and empowerment Health of young people through Lean-East programme Better links to City centre and access to services and training Some bike related activities 	<ul style="list-style-type: none"> Linkage to Youth Parliament Strong backing of local Councillors Community cohesion catalysts

13. Kids Kabin (Walker)	<ul style="list-style-type: none"> • Award-winning youth project in Walker, East of City centre, along strategic route 	<ul style="list-style-type: none"> • Young people's voice, creative activities and empowerment • Health of young people through Lean-East programme • Long-standing bike project • Training and peer development through practical activities 	<ul style="list-style-type: none"> • Linkage to Youth Parliament • Strong backing of local Councillors • Community cohesion catalysts • Wealth of historical project delivery experience relating to youth engagement and opinion
14. North East Local Enterprise Partnership	<ul style="list-style-type: none"> • Economic development of LEP area • Business activity, attraction and retention • Linkage of policy and strategy to emerging and growing markets, tying into cycling 	<ul style="list-style-type: none"> • Reducing congestion on highways network (and the role of cycling in) • Cycling increasing access to retail opportunities • Cycling increasing access and opportunities for training/employment 	<ul style="list-style-type: none"> • Holistic coordination of business strategy and development • Ability to discuss and shape bid with commercial sector • Economic growth and job creation
15. Living Streets	<ul style="list-style-type: none"> • Pedestrian charity campaigning for and delivering infrastructure and behaviour change schemes 	<ul style="list-style-type: none"> • High quality infrastructure • Permeable and accessible routes through public realm • Priority provision for pedestrians in community and urban core zones • Better public health through increased walking frequency and levels amongst all ages 	<ul style="list-style-type: none"> • Delivery reputation and evaluation experience amongst local partners • Long-standing charity with decades of campaigning experience • Strong local membership and active supporters
16. M. Steel Cycles shop	<ul style="list-style-type: none"> • Bike shop based in the North of the City • Established shop, trading since 1894 	<ul style="list-style-type: none"> • Specialist and enthusiast equipment from mid-to-high end • Good supporter of local events and organisations • Supporter of several regional clubs and community groups • Commuting cyclists especially those seeking to take it up for the first time 	<ul style="list-style-type: none"> • Views of cyclists • Strong reputation through trading history • Linkage to recreational clubs and events
17. National Trust Inner City Youth Project	<ul style="list-style-type: none"> • Provides outdoor activities to inner city young people 	<ul style="list-style-type: none"> • Access to safe greenways • Movement of young people via active travel • Inspiring City environment to encourage active interaction with public realm 	<ul style="list-style-type: none"> • Members of youth forum and policy groups • Long standing experience of delivery • Linkage to key National Trust sites
18. Newcastle College	<ul style="list-style-type: none"> • Provider of training courses across several standards • Large employer and fundraiser 	<ul style="list-style-type: none"> • Mass transit of student population to sites across Newcastle • Sustainable and active modes for students and staff • Better health amongst staff and students 	<ul style="list-style-type: none"> • Development of new and existing campus sites • Infrastructure design, implementation and match funding • Spatial and economic strategy

19. Newcastle and Northumbria Universities – Estates	<ul style="list-style-type: none"> • Provider of Higher training courses • Large employer and fundraiser • Large landholder within City centre 	<ul style="list-style-type: none"> • Mass transit of student population to sites across Newcastle • Sustainable and active modes for students and staff • Better health amongst staff and students • Parking tensions within communities • Drive to be leaders in sustainability and innovation through Science City programme (Newcastle) • Leading sports programmes and students (Victoria Pendleton; Northumbria) • Cycling route development to aid City permeability and attractiveness 	<ul style="list-style-type: none"> • Organisational spatial strategy • Built environment master plan execution within changing political and financial periods • Improving quality of offer to student customers • Attracting top level research funding and staff – high quality Cityscape crucial to University attractiveness
20. Newcastle and Northumbria Universities – Students' Unions	<ul style="list-style-type: none"> • Representation and democratic arm for students • Support services and information 	<ul style="list-style-type: none"> • Better quality built environment for students • Access to City's amenities via safe, attractive routes • Sustainability, social responsibility and community purpose 	<ul style="list-style-type: none"> • Strong voice within University • Unifying element of student activity • Setting strategic direction and delivery of offer to students • Large contacts databases
21. Newcastle and Northumbria Universities – Volunteer groups and societies	<ul style="list-style-type: none"> • Providing and developing student-led voluntary action within local communities • Reacting to local needs and aspirations 	<ul style="list-style-type: none"> • Improving links between town and gown • Sharing skills, experiences, enthusiasms, motivations and ideas to benefit all types of people resident to and studying within Newcastle 	<ul style="list-style-type: none"> • Established charity arms within University life • Resilient groups that have weathered changes in University life and direction • Strong backing from directing Peerage of organisations • Large contacts databases
22. Newcastle CVS	<ul style="list-style-type: none"> • Regional volunteer advertising and signposting service 	<ul style="list-style-type: none"> • Benefitting communities through positive mobilisation of able volunteers 	<ul style="list-style-type: none"> • Large database and networking function • Community identity and reputation • Intergenerational focus and steer
23. Newcastle Cycling Campaign	<ul style="list-style-type: none"> • Pragmatic and volunteer-run political lobby for everyday cycling and better public realm 	<ul style="list-style-type: none"> • Improving cycling for all people through increased investment, promotion and prioritisation within City development frameworks 	<ul style="list-style-type: none"> • Large evidence base of national and international best-practice examples and methodologies • Determined voice with member considerations
24. Newcastle Cycling Forum	<ul style="list-style-type: none"> • Public consultation and discussion platform for people interested in cycling issues 	<ul style="list-style-type: none"> • Hearing and responding to wide range of cyclists' views and concerns in order to shape decisions and prioritise delivery • Helping people become confident to return to or start cycling through free training provision 	<ul style="list-style-type: none"> • Wide remit based around deliver 2020 strategy but can be infrastructure focussed • Democratic development of strategic cycle network • Delivery of LSTF schools and workplaces projects

25. Newcastle Disability Forum	<ul style="list-style-type: none"> Works to eliminate barriers, promotes access to information, services and facilities and offers support to disabled people 	<ul style="list-style-type: none"> Mobility issues Information and service access Built environment suitability Social awareness and integration 	<ul style="list-style-type: none"> Range of historical views and experience about implemented projects Expert knowledge on disability rights and needs Consultation partner for development
26. Newcastle YMCA	<ul style="list-style-type: none"> Works with and supports young people aged 13-25 years in the community 	<ul style="list-style-type: none"> Opportunities that contribute to their social, physical, educational and spiritual development Development of bike-based activities in East-End 	<ul style="list-style-type: none"> Established organisation with several buildings and projects within the development area
27. Newcastle Youth Parliament	<ul style="list-style-type: none"> Elected body of youth representatives involved in key strategy consultation 	<ul style="list-style-type: none"> Protecting, inspiring and upholding the views and rights of young people 	<ul style="list-style-type: none"> Their charter and governance has been written into the democratic processes of the Council
28. NE1	<ul style="list-style-type: none"> Independent company who manage the Newcastle Business Improvement District 	<ul style="list-style-type: none"> Attracting and developing business through high quality public spaces Long term business sustainability through access to services 	<ul style="list-style-type: none"> Funded by voluntary business contributions Working to deliver strategy directed by business
29. Northumbria Police	<ul style="list-style-type: none"> Law and Order 	<ul style="list-style-type: none"> Creating and maintaining a safe, prosperous, fair and inclusive City where people can freely develop their ambitions Traffic management Road safety, cycle safety and crime 	<ul style="list-style-type: none"> High level strategy and delivery partners Crime prevention and promotion Enforcement of laws relating to antisocial behaviour and public realm use
30. NHS Foundations Trust	<ul style="list-style-type: none"> Commission services and manage clinical health budgets Newcastle has Foundation Trust hospitals (RVI, Freeman) 	<ul style="list-style-type: none"> RVI has dedicated Green Travel and staff benefits officer Schemes that can help deliver preventative medicine outcomes Physical and mental health benefits Air quality 	<ul style="list-style-type: none"> Offering complementary programmes and cycling information and resources Have invested significantly in cycling storage on hospital sites (RVI, Freeman) Sit on travel planning and policy fora
31. Recycle'Y'Bike (Byker)	<ul style="list-style-type: none"> Fix donated bikes for resale to the public Send some bikes and funds to African cycling projects 	<ul style="list-style-type: none"> Recycling and environmental sustainability Access to low-cost cycles; cycle-related training; empowerment /voice of cyclists 	<ul style="list-style-type: none"> Established organisation with influential trustees Well-known market presence and loyalty Developed supply chain and sales partners
32. Ride Cycles shop	<ul style="list-style-type: none"> Bike shop based in the West of the City 	<ul style="list-style-type: none"> Specialist and enthusiast equipment from mid-to-high end Good supporter of local events and organisations 	<ul style="list-style-type: none"> Views of West end residents and cyclists Based on key West corridor

33. Saddle Skedaddle	<ul style="list-style-type: none"> • Cycle holiday company offering short-break to fully bespoke services 	<ul style="list-style-type: none"> • More people enjoying positive cycling experiences • Local infrastructure projects • Partner in The Active Travel Centre social enterprise on the riverside 	<ul style="list-style-type: none"> • Views of East end residents and cyclists • Linkage to recreational clubs and events • Keen supporter of local and national organisations • Business development background in East end futures group
34. Scratch Bikes	<ul style="list-style-type: none"> • Self-hire bike hire scheme with no face-to-face contact • Mobile apps to help find free bikes and manage your account 	<ul style="list-style-type: none"> • More people accessing hire bikes for city journeys • Better parking and carriageway infrastructure for cyclists • Development of remote locking technology through their parent company, Grand Scheme 	<ul style="list-style-type: none"> • Supported through an NE1 development grant • Developed and supported in collaboration with Newcastle University entrepreneurial team
35. Start Cycles shop	<ul style="list-style-type: none"> • Bike shop based in the City centre • Part of the larger “Start” sports company branches of shops 	<ul style="list-style-type: none"> • Specialist and enthusiast equipment from mid-to-high end • Good supporter of local events and organisations • Better City Centre provision for cyclists 	<ul style="list-style-type: none"> • Large public awareness of Start brand • Central location • Large stock attracts customers • Linkage to local cycling groups
36. SureStart	<ul style="list-style-type: none"> • Centres that help families with information and activities for the under fives 	<ul style="list-style-type: none"> • Facilities and services that benefit families • Health promotion information and services 	<ul style="list-style-type: none"> • Interaction with thousands of families • Core policy partner and integral to developing family cultures of tomorrow
37. TORG – Transport Operations Research Group (Newcastle University)	<ul style="list-style-type: none"> • Employs advanced technologies and behavioural research to address the need for radical changes in transport provision, traffic network management and public behaviour. 	<ul style="list-style-type: none"> • High quality built environment • Interrelationships between all transport modes and users • Consolidation of journeys • Behaviour change innovation 	<ul style="list-style-type: none"> • Influence in high level strategy and planning at Newcastle University and Council • History of evidence-based research and delivery • Respected and highly capable staff
38. Transition Newcastle	<ul style="list-style-type: none"> • Volunteer-led environmental campaign and awareness group aiming to make communities more sustainable, environmental aware and social cohesive 	<ul style="list-style-type: none"> • Sustainability projects • High quality, sustainable built environment • Increased use and prioritisation of walking, cycling and public transport 	<ul style="list-style-type: none"> • Loyal and growing supporter base • Successful community empowerment • Established understanding from local government departments
39. West End Women and Girls	<ul style="list-style-type: none"> • Opportunities to meet, have fun, learn skills, look at issues relevant their lives and build confidence in a safe and supportive environment 	<ul style="list-style-type: none"> • Youth voice and empowerment • Access to services and City Centre • Equality and diversity 	<ul style="list-style-type: none"> • Part of youth forum • Members of voluntary sector development body
40. West End Youth Enquiry Service	<ul style="list-style-type: none"> • Free and confidential service for young people in the West End of Newcastle. 	<ul style="list-style-type: none"> • Youth voice and empowerment • Access to services and City Centre • Equality and diversity 	<ul style="list-style-type: none"> • Part of youth forum • Links to Newcastle Council Children’s Services