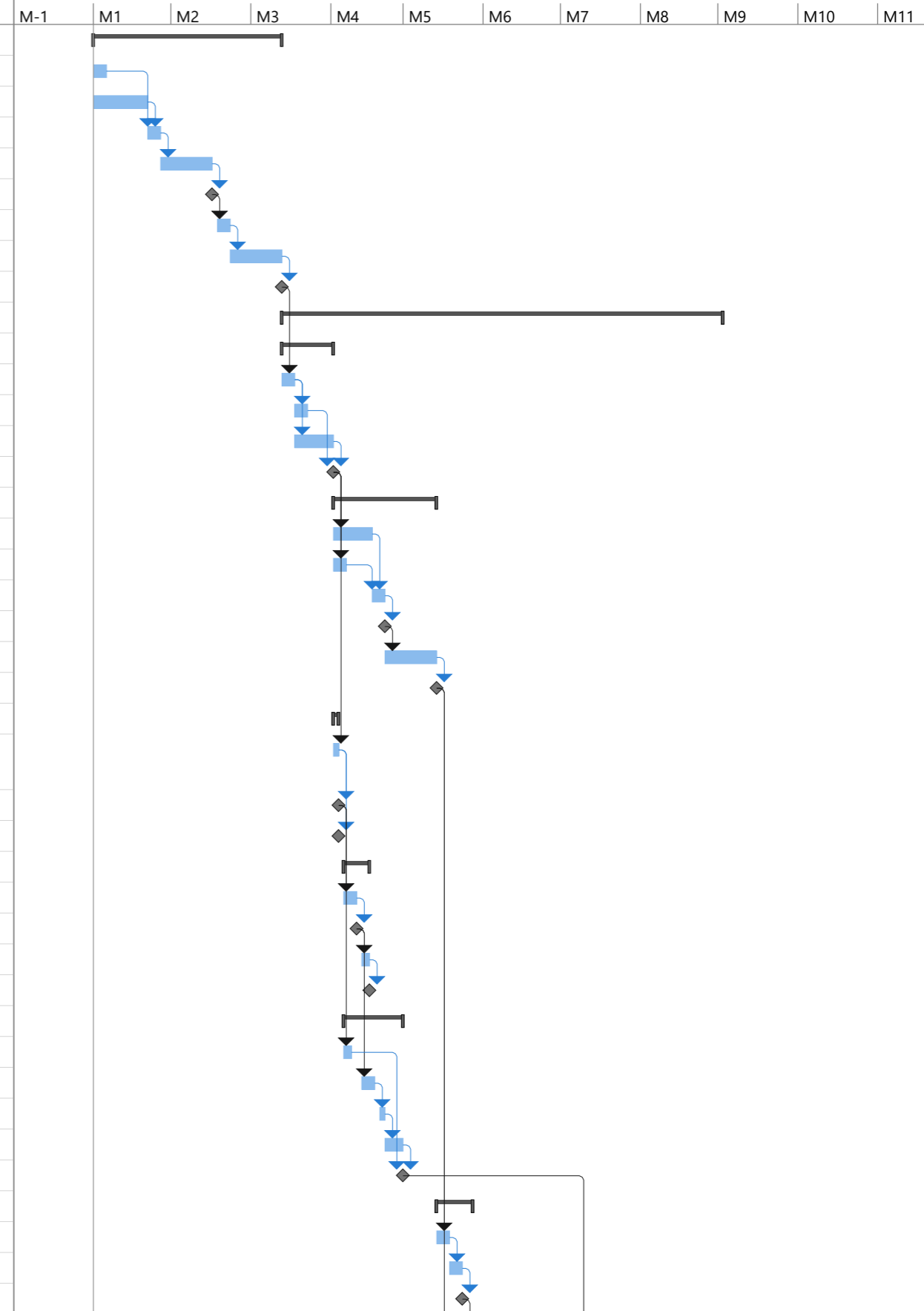
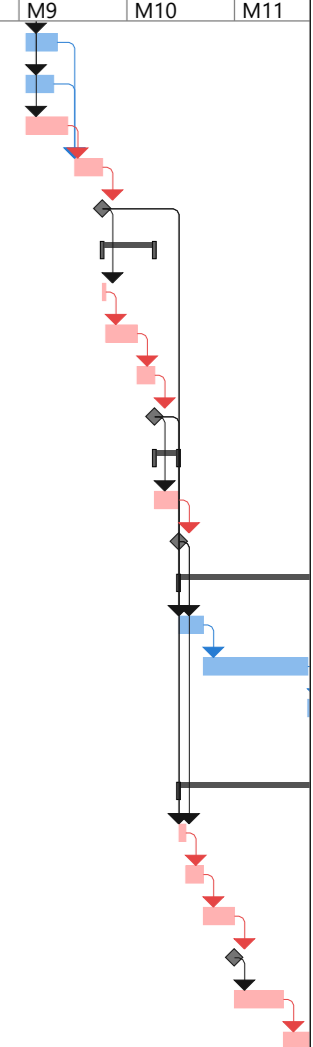


ID	Name	Duration	Predecessors	Successors	Resource Initials	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11
1	Feasibility	53 days															
2	Conduct background research	5 edays		4	PM												
3	Assess current cycling education provision	21 edays		4	PM												
4	Determine funding requirements	5 edays	3,2	5	PM												
5	Approach potential funders	20 edays	4	6	PM												
6	Funding agreed in principle	0 days	5	7													
7	Write costed plan for development phase and n years of operation	5 days	6	8	PM												
8	Secure commitment to fund development and n years of operation	20 edays	7	9	PM												
9	Feasibility phase complete	0 days	8	12													
10	Develop cycling education programme	121 days															
11	Determine which organisation will lead development	14 days															
12	Assess suitability of existing organisations	5 edays	9	13,14	PM												
13	Plan set-up of dedicated organisation (if required)	5 edays	12	15	PM												
14	Agree terms with selected organisation	15 edays	12	15	PM												
15	Lead organisation agreed	0 days	14,13	17,18,24													
16	Develop National Standard	28 days															
17	Create stakeholder group	15 edays	15	19	PM												
18	Research existing standards (domestic & international)	5 edays	15	19	PM												
19	Decide whether to adapt existing standard or create new	5 edays	17,18	20													
20	National Standard decision taken	0 days	19	21													
21	Amend or create National Standard	20 edays	20	22	PM												
22	National standard for cycling and cycle training agreed	0 days	21	39,69													
23	Determine delivery model	2 days															
24	Assess delivery model options (market-oriented v centrally planned)	2 days	15	25,26	PM												
25	Market-oriented provider model selected	0 days	24	28,33													
26	Centrally-controlled provider model selected	0 days	24														
27	Design provider model (market-oriented)	8 days															
28	Set provider registration requirements and fees	5 days	25	29	PM												
29	Provider registration requirements agreed	0 days	28	34,30													
30	Create procedures for registering providers	3 days	29	31	PO												
31	Ready to start registering providers	0 days	30														
32	Design quality assurance regime (market-oriented)	17 days															
33	Define internal (provider) quality assurance requirements	3 days	25	37	PO												
34	Design external quality assurance process (spot-checks)	5 days	29	35	PM												
35	Agree appeals and sanctions processes	2 days	34	36	PM												
36	Write description of quality assurance system	5 days	35	37	PO												
37	Quality assurance system agreed	0 days	33,36	78													
38	Design structure of education programme awards	10 days															
39	Decide core award levels (e.g. Bikeability Level 1, 2 & 3)	5 edays	22	40	PM												
40	Decide ancilliary awards (e.g. Bikeability Plus)	5 edays	39	41													
41	Structure of award programme agreed	0 days	40	42													



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Milestone		Rolled Up Critical Split		Duration-only		External Tasks			

ID	Name	Duration	Predecessors	Successors	Resource Initials	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11
83	Draft business plan	7 days	79	86													
84	Draft marketing plan	6 days	79	86													
85	Draft financial plan	10 days	79	86													
86	Test business plan with stakeholders	6 days	83,84,85	87													
87	Business plan ready	0 days	86	97,102,89													
88	Constitution	11 days			PM												
89	Obtain model constitution	1 day	87	90													
90	Agree changes to model	7 days	89	91													
91	Edit model constitution	3 days	90	92													
92	Constitution ready	0 days	91	97,102,94													
93	Trustees	5 days			PM												
94	Agree initial trustees/directors	5 days	92	95													
95	Trustee/director declarations signed	0 days	94	97,102													
96	Register charity/business	33 days			PM												
97	Apply to Registrar	5 days	87,92,95	98													
98	Registrar approval process (external)	30 edays	97	99													
99	Amendments to application (iteration if required)	6 days	98	100													
100	Organisation registered	0 days	99	120,147,118													
101	Recruit long-term trustees/directors	145 days			PM												
102	Define skills required	2 days	87,92,95	103													
103	Define networks required	3 days	102	104													
104	Define job description and commitments	7 days	103	105													
105	Roles defined	0 days	104	106													
106	Identify candidates	10 days	105	107													
107	Invite and/or advertise	15 days	106	108													
108	Assess applications	5 days	107	109													
109	Arrange interviews	15 days	108	110													
110	Interview and select	5 days	109	111													
111	Offer/invite trustees/directors	2 days	110	112FS+10 days													
112	Trustee/director declarations signed	0 days	111FS+10 days	113,114FS+40													
113	Interim trustees/directors resign	10 days	112														
114	First full trustee/director meeting	1 day	112FS+40 days	115,116,117													
115	Appoint roles	1 day	114														
116	Set up oversight committee (finance & remuneration)	1 day	114	138,140,141													
117	Create policies and procedures	30 days	114	118													
118	Organisation set-up complete	0 days	100,117														
119	Banking	42 days			PM												
120	Apply for bank account	4 days	100	121													
121	Bank approval process	38 days	120	122													
122	Bank account open	0 days	121	124,129,130,1													
123	Office	20 days			PM												
124	Search for office	10 days	122	125													



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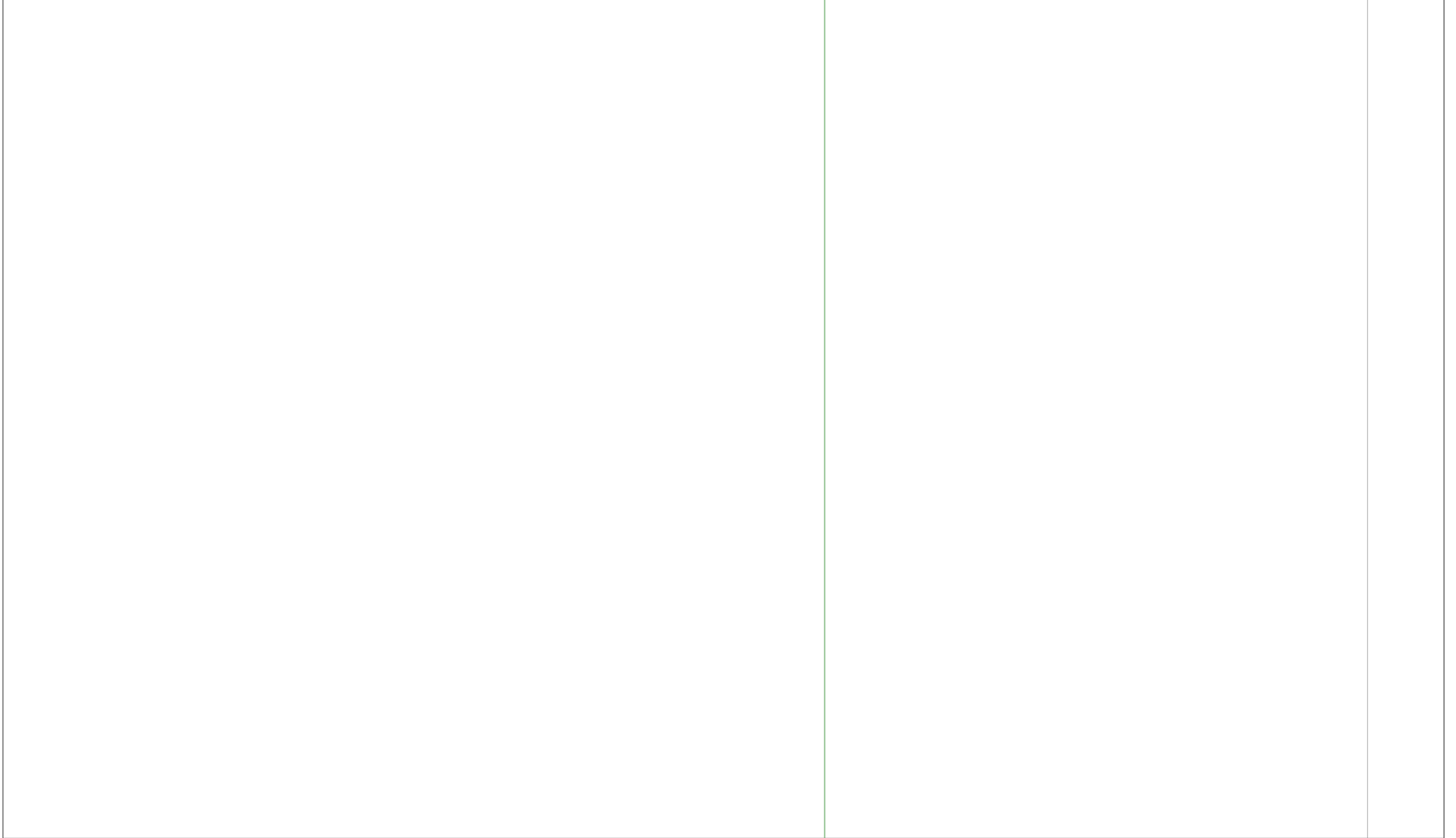
ID	Name	Duration	Predecessors	Successors	Resource Initials	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11
125	Negotiate office lease	10 days	124	126													
126	Office secured	0 days	125	147,135FS+20													
127	Finance	132 days			PM												
128	Accounting & company secretarial	132 days			PM												
129	Procure accountancy services	12 days	122	131													
130	Procure company secretarial services	12 days	122	131													
131	Accountants appointed	0 days	129,130	132,136,137,1													
132	Register for VAT (if required)	45 days	131	133FS+45 days													
133	HMRC tax & Gift-Aid registration (or equivalent)	30 days	132FS+45 days	134													
134	Registered for Gift-Aid (or equivalent)	0 days	133														
135	Register with Information Commissioner's Office (or equivalent)	15 days	132,126FS+20														
136	Set up book keeping processes	30 days	131														
137	Set up accounts receivable processes	30 days	131														
138	Set up accounts payable / sign-off processes	30 days	131,116														
139	Set up fund-raising/donation mechanisms	10 days	154														
140	Set up financial planning processes	30 days	131,116	142													
141	Set up financial control processes (Committee)	50 days	116,131														
142	Recruit Finance Director	60 days	140	176													
143	Insurance	10 days			PM												
144	Apply for employer's, public liability and professional indemnity	10 days	122	145													
145	Insurance in place	0 days	144	176													
146	IT and infrastructure	45 days			PM												
147	Plan IT, phone and security	10 days	100,126	149,156													
148	Set up IT	35 days															
149	Procure computer equipment	15 days	122,147	150													
150	Procure IT services	5 days	149	151,152,154,1													
151	Set up IT security	7 days	150	157													
152	Set up and test email service	3 days	150	157													
153	Implement solution for trustee/director file sharing	4 days	150		PM												
154	Website	15 days	150	157,139													
155	Set up disaster recovery	10 days	150	157													
156	Set up phone services inc. shared line for support calls	20 days	122,147														
157	IT and phone set up complete	0 days	151,152,154,1	176													
158	Staffing & HR	25 days			PM												
159	Secure HR advice	10 days	122	160,161,162,1													
160	Establish contracts of employment	7 days	159		PM												
161	Establish reporting structure	9 days	159														
162	Establish employment policies and procedures	11 days	159														
163	Set up pension scheme	15 days	159		PM												
164	Appoint recruitment agency (optional)	12 days	159	166													
165	HR management	102 days			PM												
166	Recruit senior staff	90 days	164	176													

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ID	Name	Duration	Predecessors	Successors	Resource Initials	M-1	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11
167	Recruit front line staff	92 days			PM												
168	Define roles and responsibilities	5 days	159	169													
169	Invite / advertise	30 days	168	170													
170	Assess applications	5 days	169	171													
171	Invite for interview	8 days	170	172													
172	Interview	8 days	171	173													
173	Offer	3 days	172	174													
174	Appoint	3 days	173	175FS+30 days													
175	Start of employment	0 days	174FS+30 days	176													
176	Set-up phase complete	0 days	122,145,126,1	178,179,180,1													
177	Operations (central admin)	386 days															
178	Office management	365 edays	176														
179	IT	365 edays	176														
180	Website maintenance	365 edays	176														
181	Communications	25 days	176	182													
182	Instructor registration	15 days	181	183,184,185,1													
183	Scheme registration & annual re-registration	365 edays	182														
184	Phone and email support	365 edays	182														
185	Monitoring	45 days	182														
186	Database management	20 days	182	187													
187	Grant distribution	45 days	186	188													
188	External quality assurance	365 edays	187	189													
189	Delivery scheme survey	20 days	188														
190	Further development of Cycling Education programme	322 days			PM												
191	Diversify funding	322 days															
192	Commercial sponsorship	450 edays	176														
193	Seek charitable grants	450 edays	176														
194	Seek funding from other public sector	450 edays	176														

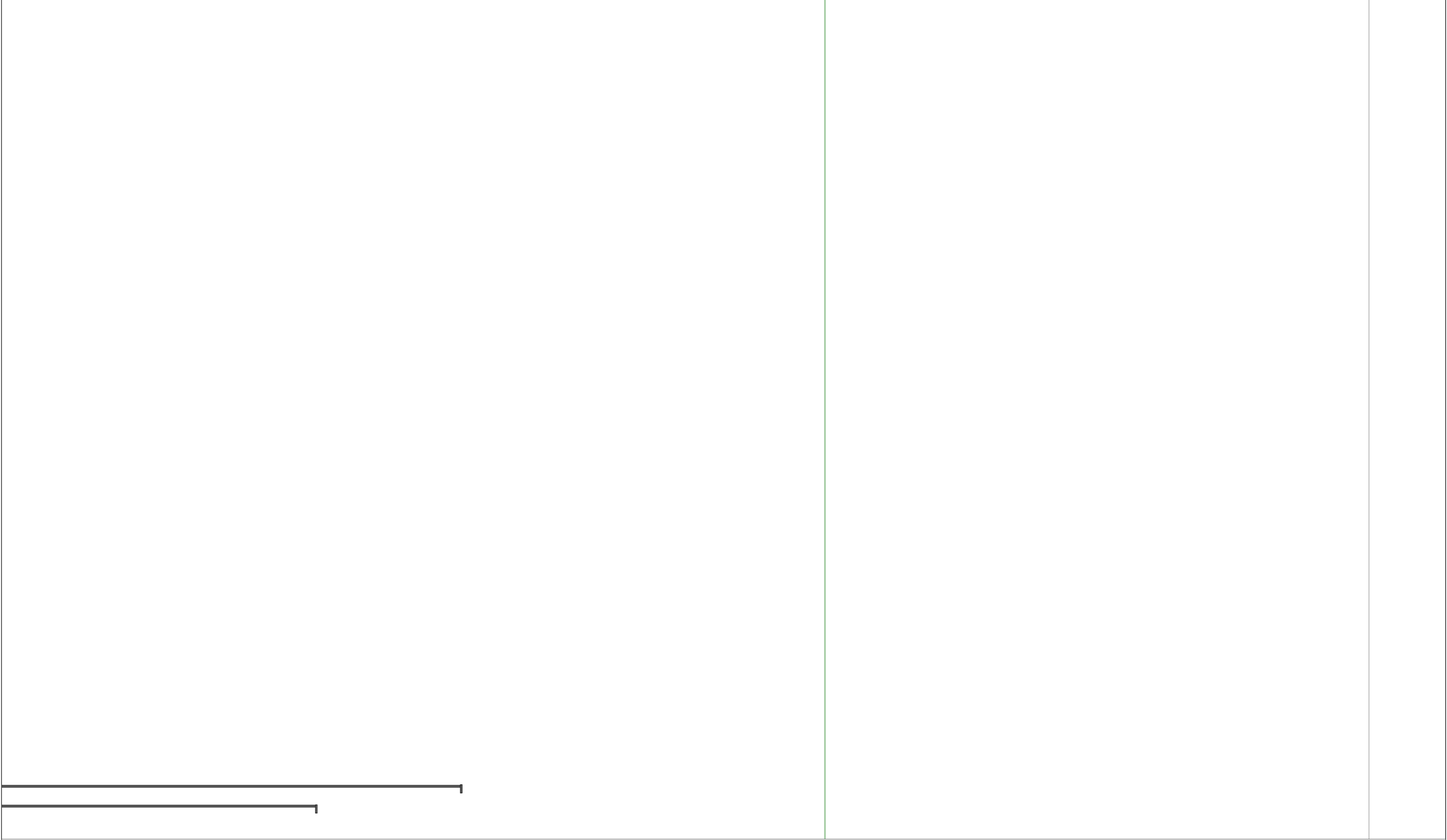
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M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 | M19 | M20 | M21 | M22 | M23 | M24 | M25 | M26 | M27 | M28 | M29 | M30 | M31 | M32 | M33 | M34 | M35 | M36 | M37 | M38 | M

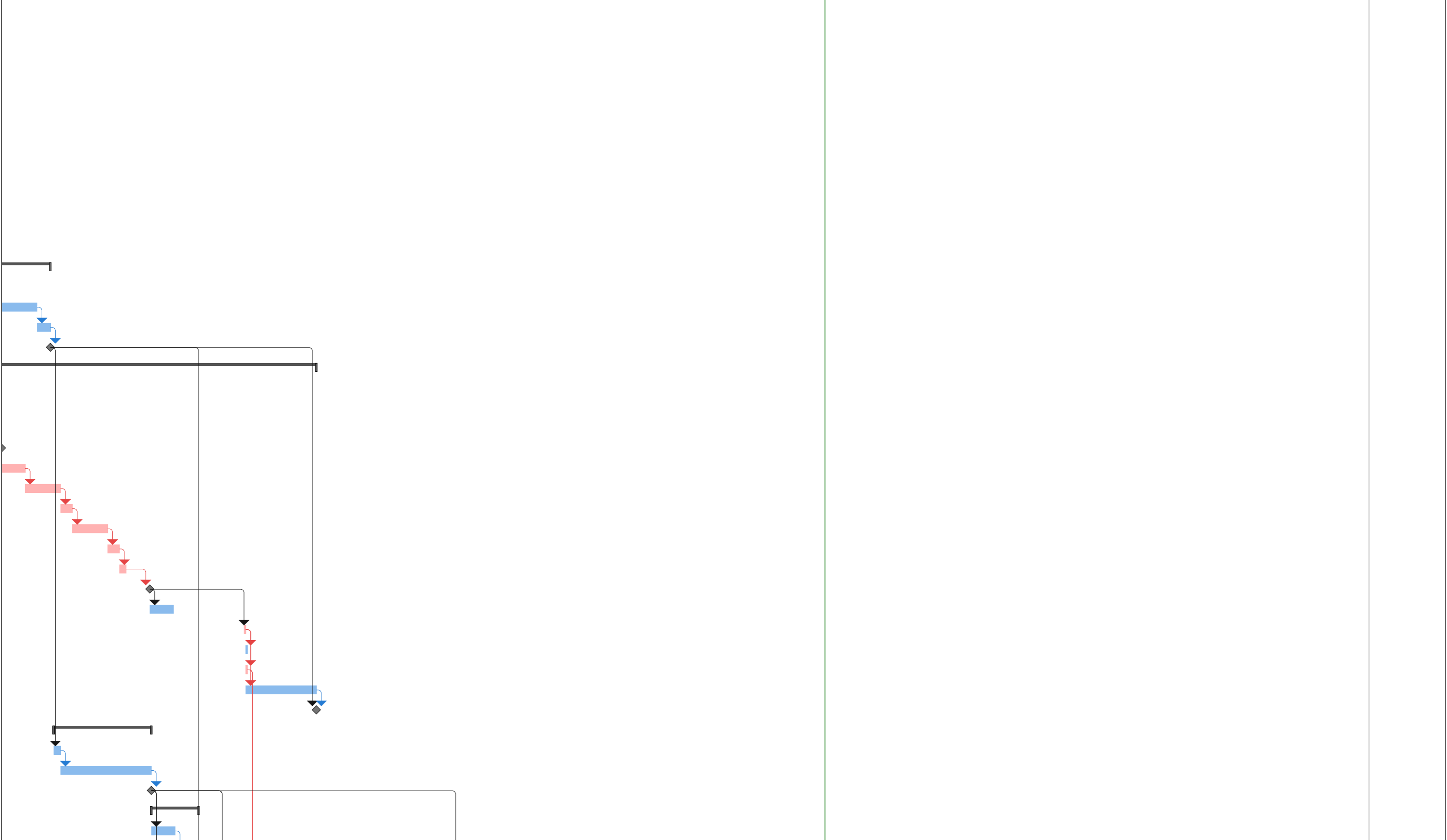


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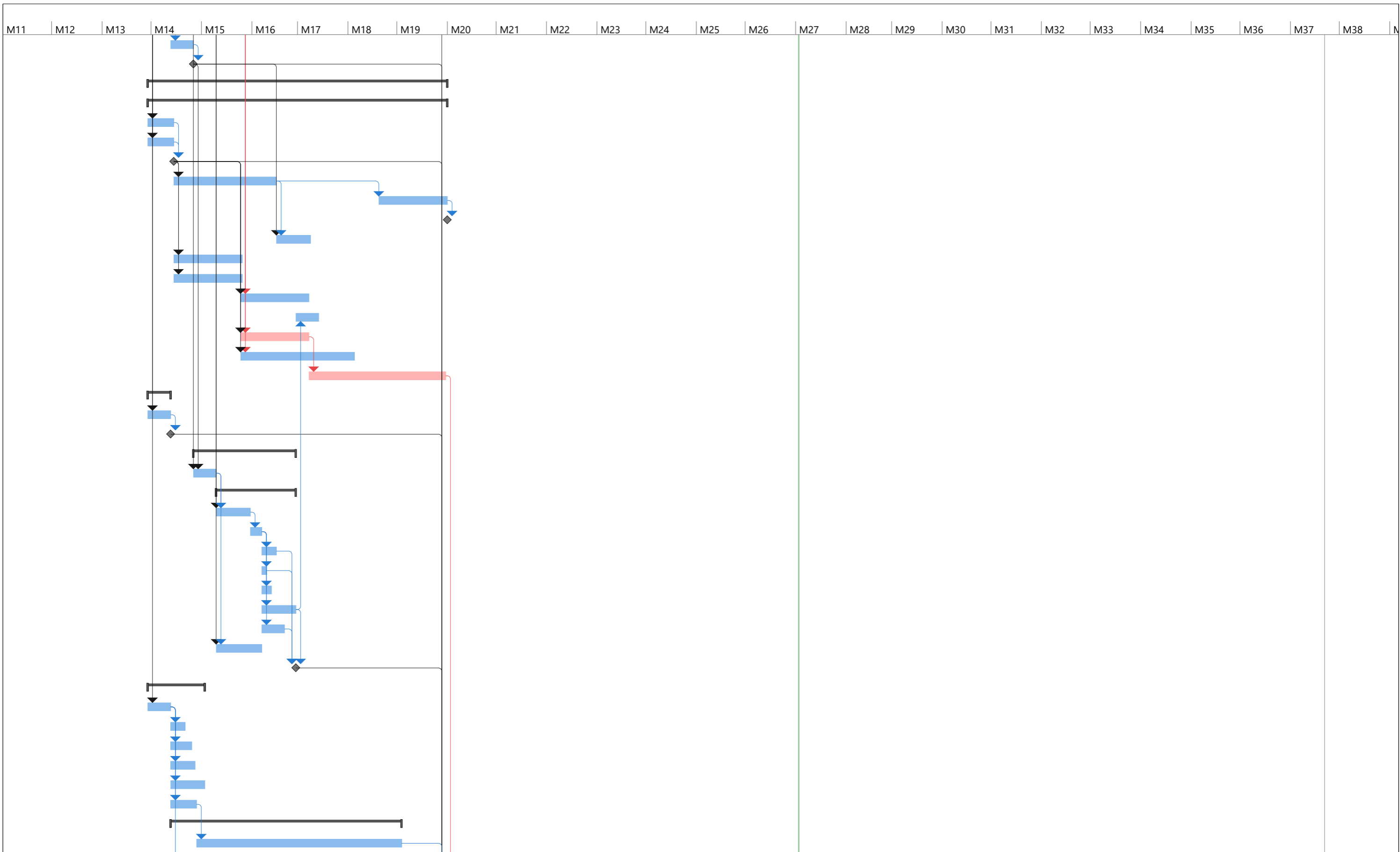
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