

we are
cycling
UK

How we will create happier,
healthier and greener lives
through cycling



Our strategy
2024-2029

Foreword

Through the passion, collaboration and expertise of our staff, members, volunteers, supporters, campaigners and partners, we have achieved a huge amount over the course of our last strategy. Now, we look to the future with a bold and ambitious new plan, which will shape the focus and direction of our charity for the next five years.

A lot has changed since we launched our last strategy in early 2019, making now an ideal moment to re-focus our efforts, build on our successes and make the UK an even better place for us all to cycle. We're so proud of everything we achieved during our last strategy – winning vital improvements to the Highway Code, helping hundreds of thousands of people to discover the joys of cycling, creating iconic new routes to help people explore the UK's breath-taking landscapes, and helping many thousands more

people to discover cycling through our life-changing, community-based programmes. We are proud of the way we've grown and strengthened our organisation.

Cycling has vast potential to improve people's health and wellbeing, tackle climate change and bring joy and connection across communities. To ensure our work helps meet this potential, we have set out five new strategic objectives. These will ensure our work is focused on the things that will have the biggest positive impact. Our strategy illustrates the change in society that we want to see and the key ways we're going to make that happen. It's an exciting plan, and one that focuses on many of the core issues that we know people care about – from making our roads safer to securing increased funding for cycling infrastructure. We want to ensure that every cycling experience is a positive one.



A cornerstone of our new strategy is to build strong public support for cycling and challenge negative perceptions. This is essential to making the UK a better place for everyone; through both cycling and enabling more people to recognise the benefits of cycling. Our strategy ensures that we will be relevant and thrive in a rapidly changing external environment. We will continue to enable and inspire people of all backgrounds and abilities to experience cycling's joys and benefits. We will speak up for all who cycle to make sure it's a safe and easy choice for everyone to travel, explore and have fun.

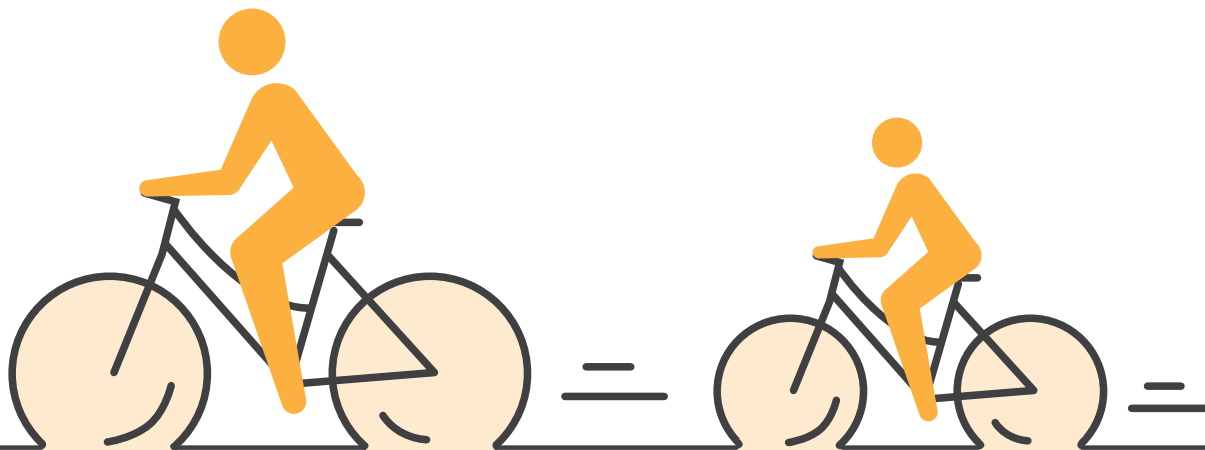
We're really excited about what the future holds for Cycling UK and ready to write the next chapter in our organisation's long and proud history. We recognise that we can't do it alone, and so we're motivated to build new collaborations and inspire more support to achieve happier, healthier and greener lives for all through cycling.



Sarah Mitchell, CEO



Janet Atherton, Chair



About us

We are the UK's cycling charity.

Our origins lie in the early days of cycling when the bicycle opened up new horizons for independent travel. Over the past 146 years, we have evolved to become a driving force in advocating for the rights of people who cycle, improving infrastructure, and inspiring people of all ages, backgrounds and abilities to embrace the joys of cycling.

We continue to be at the forefront by providing guidance on cycling-related issues, fostering a vibrant community of cyclists, and championing the many benefits of cycling for recreation, wellbeing, and the

environment. As an independent, democratic and expert charity, our activities reflect the commitment of a network of volunteers, campaigners, partners and 71,000 members, to make cycling mainstream and to create a lasting difference to the lives of individuals and communities.

Our work is not just for those who already cycle, but for future riders too. More people cycling benefits us all. Together, we are creating a healthier, happier, greener and more connected society through the power of cycling.

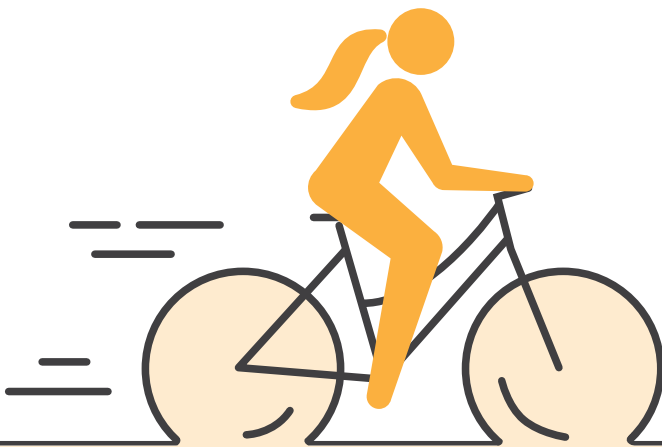
Cycling UK in numbers

- **Established for 146 years**
- **71,000 members**
- **100,000+ people per year engaged in our behaviour change work**
- **1,000 local cycling groups**
- **40 partners**
- **300+ local campaigning reps through our Cycle Advocacy Network**
- **Almost 5 million car journeys avoided through our Big Bike Revival programme alone**

Our vision, mission and purpose

Our vision:

Happier, healthier and greener
lives through cycling



Our mission:

We enable and inspire people from all backgrounds and abilities to experience cycling's joys and benefits. We speak up for all who cycle to make sure it's a safe and easy choice for everyone to travel, explore and have fun. Our charity works with diverse partners to maximise our impact.

Our purpose:

We improve lives, places and the planet through cycling's remarkable benefits. We are powered by our heritage and expertise, and the passion of our staff, supporters and volunteers.



Our ten-year strategic direction

Cycling UK is committed to creating a society where everyone sees the wellbeing, health and environmental benefits of cycling, even if they don't cycle themselves.

We believe that the only way to achieve our aim is to build long-term public support for cycling. We believe that this increased public support is vital to securing political support for cycle-friendly policies and investment; vital to improving safety on our roads; and vital to increasing the number of people who benefit from cycling all across the UK.

But how do we create a groundswell of wider public support which extends beyond our community of cycling enthusiasts? Our long-term aim is to achieve this by adding to

our current audience of people who already cycle, to also appeal to those who have 'cross over' interests with cycling. People who might rarely – or never – cycle themselves but are keen to tackle climate change or address the physical and mental health challenges we face as a society and as individuals. Once this wider pool of people also see the benefits of cycling, we believe that public support will follow.

To achieve this ambitious, long-term aim of shifting the dial on wider public perceptions of cycling, we must first strengthen our foundations as a charity. This will be our focus for the next five years – while sowing the seeds for engaging with an even broader range of people and communities from 2029-2034.

Our strategic objectives

Our five ambitious and complementary strategic objectives that will ensure our efforts are focused on the areas that will have the biggest positive impact over the next five years:

- 1 Improve perceptions of cycling so that everyone sees the benefits**
- 2 Make cycling an even more positive experience**
- 3 Boost the number and diversity of people who cycle**
- 4 Increase transport choice by enabling and encouraging more people to cycle local journeys**
- 5 Achieve greater impact by becoming the best possible charity we can be**

Our strategic objectives

1 Improve perceptions of cycling so that everyone sees the benefits

While our members, supporters and partners all know that cycling is a force for good, there are still many who view cycling less positively. Convincing more people of the many multi-faceted benefits of cycling is a crucial factor in improving safety on our roads, and persuading policy makers across the UK to support and invest in cycling.

We will improve perceptions by consistently making the case for cycling. The language we use, the information and data we present and the stories we tell, will help our

audiences see the benefits and positive impact that cycling has. It's also essential that we challenge perceptions of who rides a bike. People who cycle come from all walks of life – there is no such thing as a 'typical cyclist' and our real-life stories and cycling experiences from our members, supporters and partners will prove that everyone can benefit from cycling.

Some of our major projects in this area include:

- **Helping the whole cycling community to talk about cycling in a way that resonates with broader audiences**
- **Telling compelling stories about the people who benefit from cycling**
- **Developing an even broader range of projects delivering cycling in local communities**



2 Make cycling an even more positive experience

Cycling is our passion, but we recognise that not every cycling experience is a positive one.

We are determined for cycling to be a safe, convenient, and enjoyable option for all. Whether it's a mum doing the school run, someone enjoying long road rides with their cycling club, or people seeking off-road adventures in wild places, we want to make the UK an even better place for everyone to cycle.



Some of our major projects in this area include:

- **Developing a range of new routes across the UK**
- **Increasing access to the countryside for people who cycle through our advocacy work**
- **Campaigning to improve the safety and quality of our roads**
- **Evolving and developing new membership offers for individuals and groups**
- **Increasing awareness of Cyclists Welcome - our listing site for cycle-friendly places**

Our strategic objectives

3 Boost the number and diversity of people who cycle

To fully realise cycling's potential to improve people's lives, we must increase the number and diversity of people who cycle. That means reducing the physical, psychological and cultural barriers that people face.

We will build on our track record of delivering impactful community-based projects across the UK. Projects that enable people to discover, build-on or revive, their love of cycling. We are committed to delivering programmes that offer solutions to the barriers that prevent people from cycling.

Our groundbreaking cycling projects create life-changing benefits to people and communities who need it most including disabled people, people with physical and mental health challenges and those who are struggling financially. We will continue our impactful lobbying and campaigning, ensuring this work includes a depth and breadth of perspectives and experiences, that enable those not currently represented within cycling to feel it is a viable choice for them.

We won't be satisfied by simply increasing the number of people who cycle. If we are to maximise our charitable impact, and improve perceptions of cycling, it's crucial that we increase the diversity of people who cycle – so everyone can reap its benefits.





Some of our major projects in this area include:

- **Building on our groundbreaking Big Bike Revival programme, which has achieved 50% participation rates from tens of thousands of women**
- **Supporting thousands of disabled people to access cycling through the Inclusive Cycling Experience**
- **Reaching more deprived communities through grant distribution and delivery of activities in projects such as Community Cycle Clubs and the Cycle Access Fund**
- **Building on campaigns that showcase and encourage diversity in cycling, like 100 Women in Cycling**
- **Influencing national policies to make cycling more appealing and safer for a wider range of people**

Our strategic objectives

4 Increase transport choice by enabling and encouraging more people to cycle local journeys

Cycling can play a vital role in combatting climate change, reducing air pollution and creating more pleasant places to live and spend time – especially if we can enable and inspire more people to cycle for local journeys.

To do this, people must see cycling as a viable, convenient and attractive alternative to driving, especially for short journeys. This is where our award-winning advocacy work comes in. We have campaigned for positive change for cycling throughout our 146-year history and this will continue to be central to what we do.

We will continue to raise the collective voice of our members and supporters to push for safer roads, more high-quality cycling infrastructure and increased funding for cycling in all four corners of the UK. We will foster partnerships to maximise our impact and have the best possible chance to influence policy and legislation. Our behaviour change programmes will continue to empower individuals to cycle for short journeys, helping this become a habit across the communities.





Some of our major projects in this area include:

- **Developing an integrated campaign on increasing investment in cycling infrastructure**
- **Continuing delivery of our major behaviour change projects, where we already achieve between 40-80% of participants reducing their car use**
- **Changing political narratives and decisions around travel choice through commissioning and sharing independent research with partners**
- **Driving a strategic contact programme across the UK to enhance our reputation, profile and influence among policy makers – in partnership with our Cycle Advocacy Network**
- **Engaging more organisations with Cycle Friendly Employers and a widened workplace offer**

Our strategic objectives

5 Achieve greater impact by becoming the best possible charity we can be

We can't deliver our strategy or ambitions unless we continue to strengthen Cycling UK so we can be the best charity possible. The stronger our foundations, the greater the impact we will have.

This means investing in our committed staff team, improving systems and processes, and growing our capacity to deliver. Because we are a charity, this also means looking at our income and finding new, diverse ways to generate more income to deliver the work we do.



Some of our major projects in this area include:

- **Diversifying our income through new partnerships, trusts and foundations, product development and credible brands**
- **Continuing to invest in our staff team, as well as our systems and processes**
- **Refreshing and strengthening our brand, and raising the profile of our charity**



We can't do this alone

It isn't possible for Cycling UK to achieve these objectives alone – our new strategy emphasises the importance of nurturing existing partnerships and establishing new ones.

If you share our vision and would like to help us create happier, healthier and greener lives through cycling, see page 19 for further information on how you or your organisation can join the cycling movement.

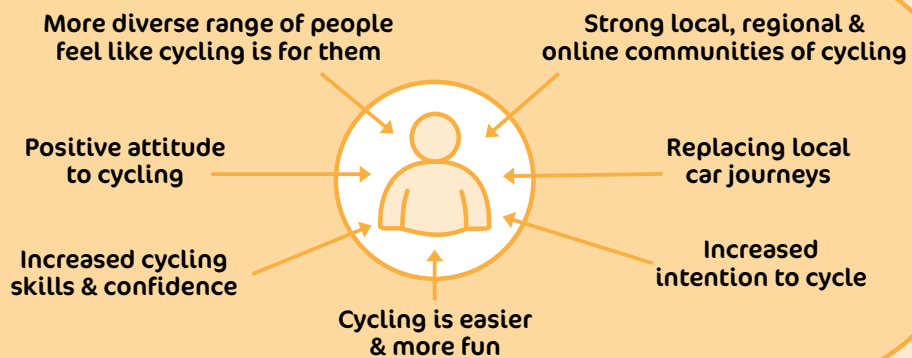
Cycling UK Theory of change

Inputs



Short term outcomes

INDIVIDUALS

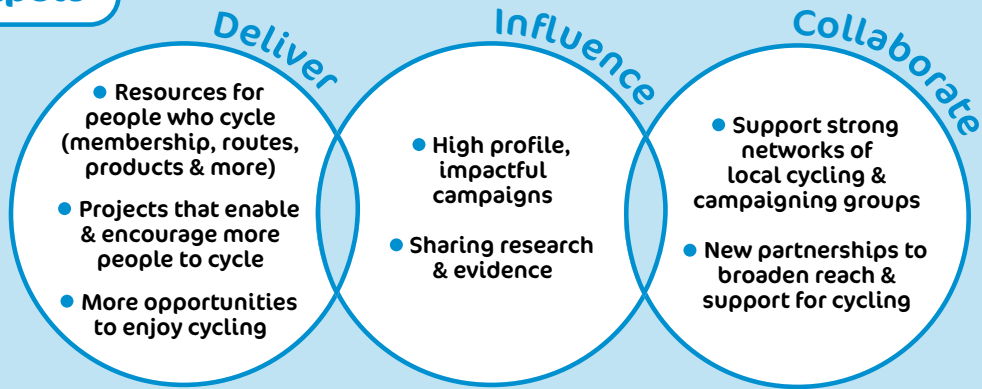


Achieve greater impact by becoming...

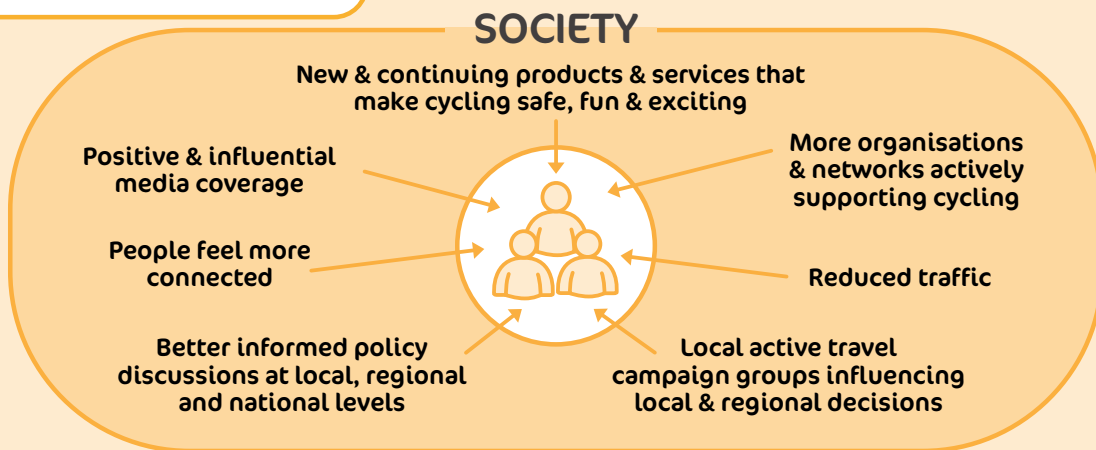
Strategic objectives



Outputs



Short term outcomes



...the best possible charity we can be

Long term outcomes





Measuring our success

Our strategic objectives give us a strong framework for prioritising and improving our work, but how will we – and our members, supporters, partners and the public – know whether we are on track to achieving our goals?

For each objective, we have key performance indicators and ways to track the qualitative and quantitative outcomes and impact of the work that we do.

We will track the impact of our work through monitoring changes in peoples' behaviour and attitudes over time, identifying campaign outcomes and national trends.

We will track our outputs in metrics such as uptake of our services and products, behaviour change project reach and people engaged.

Our in-house monitoring and evaluation expertise means that we have the capacity to measure and assess our work effectively. This means we can have confidence in our findings, make changes where there is room for improvement and celebrate the successes that we achieve over the next five years.

In our annual impact report we will highlight our attainment against our objectives and share our achievements to date.

Join us on the journey

We can't achieve our goals alone. We've always been part of a wider movement, collaborating and sharing to maximise our impact. We'd love you to join us on the journey to a place where everyone can enjoy happier, healthier and greener lives through cycling.

Donate

Every donation we receive helps to improve lives, places and the planet through cycling's extraordinary benefits. Your support makes all the work we do possible.

Join

As a charity, we are powered by our more than 71,000 members. By joining Cycling UK, you enable our work to make the UK a better place to cycle for us all. In return, we commit to providing you with the best possible membership experience.

Campaign

We have campaigned for positive change for cycling throughout our 146 year history. Help us push for safer roads, more high-quality cycling infrastructure and increased funding for cycling. Collectively, our voice is stronger.

Volunteer

Whether you lead supportive group rides, help children pedal safely to school, become a tandem pilot for visually impaired people or contribute through micro-volunteering, you'll be helping to improve lives through cycling.

Partner

We're proud to work with a diverse range of organisations and companies that share our vision for happier, healthier and greener lives through cycling. Let's grow our impact, together.

Connect

Let's stay in touch as we build the movement towards an even brighter cycling future. Join our mailing list and connect with us on social media to keep the conversation going.



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