

CYCLING SCOTLAND

STRATEGY 2017-22

Cycling Scotland

HISTORY

Cycling is a fantastic way to travel, a brilliant leisure activity and a huge tourism asset. There are a host of benefits to be derived from cycling: it improves people's physical and mental health, provides an affordable way to travel, tackles the environmental challenges we face, and delivers significant economic benefits in both urban and rural areas.

In pursuit of these benefits, Cycling Scotland was set up in 2003 as a national charity to represent cycling interests and to increase levels of cycling. The most significant milestone to date has been working with others in support of the publication of Scotland's first ever cycling policy framework in 2010, the Cycling Action Plan for Scotland (CAPS) from the Scottish Government, and subsequent policy updates from Transport Scotland in 2013 and 2017.



WHO

WE ARE

CHARITABLE OBJECTS

Although much has changed in the last 14 years, our charitable objects, to see more people in Scotland cycling more often, have remained constant.

(a) To promote and encourage for the public benefit the development in the community of and the provision of safe routes, paths and facilities for cycling, walking and other forms of low energy transport and to undertake and carry on projects and activities of a charitable nature which will assist in promoting healthful recreation, the protection of the environment and the conservation of energy resources.

(b) To advance the education of the public generally and young people in particular in safer cycling and cycling road safety.

VISION

Our vision is of a sustainable, inclusive and healthy Scotland where anyone, anywhere, can enjoy all the benefits of cycling.

MISSION

We are the nation's cycling organisation. Working with others, we help create and deliver opportunities and an environment so anyone, anywhere in Scotland can cycle easily and safely.

VALUES

As individuals, we will lead by example and, as an organisation, our values are to be:

- **Collaborative**
- **Inclusive**
- **Professional and evidence-driven**
- **Ambitious**
- **Sustainable**

MEMBERS

Under our Articles of Association, membership is drawn from organisations (and, where relevant, individuals) committed to the success of Cycling Scotland and achievement of its charitable objects. Our Members perform an essential governance function, being responsible for electing the Board of Directors who set the overall strategic direction for Cycling Scotland. Our strategic partners include and extend beyond the Membership and are also essential for the success of our mission. Our ambitions are best served by working in partnership with our members and beyond.

TRANSPORT PLANNING AND ENGINEERING (TP&E)

In 2006, Cycling Scotland established an engineering subsidiary, TP&E. As a social enterprise engineering consultancy, TP&E continues to design and manage multi-million-pound investment in cycle infrastructure throughout Scotland. Surpluses from TP&E are reinvested into cycling through Cycling Scotland-led projects.

WHAT WE DO

OUR PRODUCTS

Over many years, we have developed, delivered and supported a range of projects and products to achieve our ambitions, in partnership with a range of public, private and third sector organisations and funders, including:

- **Education and training: Bikeability Scotland, Practical Cycle Awareness Training, Essential Cycling Skills.**
- **Promotion, Policy and Monitoring: National Assessment, National Monitoring Framework, Cycling Potential, Annual Conference**
- **Behaviour change and expanding opportunities: Cycle Friendly Schools, Secondary Schools, Campus, Employer and Communities, Pedal for Scotland**
- **Environment: Give Everyone Cycle Space, Bike Week.**

OUR PARTNERS

Our key partners include all Local Authorities and Regional Transport Partnerships, Transport Scotland, Sustrans Scotland, Paths for All, Cycling UK, Scottish Cycling, Police Scotland, Scotrail and NHS Health Scotland. Our key funder and delivery partner is Transport Scotland and the Scottish Government, but we work with many other funders and organisations to deliver on our mission.

OUR STRENGTHS

Cycling Scotland has an enviable track record of delivering quality projects, involving grant fund management, event organisation, policy development, and promotional campaigns. Through our work, we uniquely offer a range of different perspectives (local, regional, national) on cycling. We also benefit from having an international outlook and maintain strong links to organisations promoting other forms of sustainable travel. We are recognised by others for our authoritative voice which comes from a well-developed evidence base.

OUR IMPACT

Every year, Cycling Scotland gets hundreds of thousands of people on their bikes. We work in nurseries, schools, colleges, universities, workplaces and communities across Scotland. TP&E designs and delivers new infrastructure for cycling. Our impact extends from Shetland to Stranraer and Islay to Eyemouth.

OUR STRATEGIC AIMS

STRATEGIC DIRECTION

Over the next five years, Cycling Scotland will continue to work at a national and regional level and support others at a local level, consolidating our existing partnerships and forming new partnerships. We will support delivery of the Cycling Action Plan for Scotland and enhance the influence of cycling, across more sectors, in partnership with others. We will increase the profile of cycling and develop Cycling Scotland's brand. We will use our grant funding management experience, addressing health, economic and social inequalities. We will promote cycling, especially for short journeys, and other forms of sustainable travel. Our work will continue to be underpinned by robust delivery and evidence.

We will work primarily with existing funders while, working with others, expand the income for cycling from other funders. As the social enterprise engineering

consultancy, TP&E will continue to pursue its business plan objectives to help achieve Cycling Scotland's aims.

STRATEGIC AIMS

In order to deliver this overall strategic direction, and pursue the vision of the organisation, Cycling Scotland has set six strategic aims which will underpin everything that we will do:

- **Lead and facilitate the design and delivery of high quality projects.**
- **Tackle barriers to, enable and encourage increased cycling levels across Scotland.**
- **Connect a range of voices to drive the case for cycling.**
- **Ensure cycling helps address health, economic and social inequalities.**
- **Serve as an influential centre of knowledge and best practice for Scotland.**
- **Be a strong, sustainable and effective charitable organisation.**

HOW WE WILL MEASURE PROGRESS AGAINST OUR MISSION AND STRATEGIC AIMS

We will assess progress over the 5 years through the following measures:

- **The number of people cycling (Mode share, Participation and Frequency)**
- **The number and profile of people given opportunities to cycle (access to bikes, training and cycle routes)**
- **The profile of, and attitudes towards, cycling (general public and in specific audiences)**
- **The level and range of funding for cycling (national and local)**

These indicators will reflect the long-term impact of Cycling Scotland and the partners and stakeholders we work with. We will define Cycling Scotland's key activities and measure the success of programmes through our yearly and rolling 3-yearly business plan cycle.

OUR BUSINESS PLAN

BUSINESS PLAN PRIORITIES AND HOW WE WILL MEASURE PROGRESS

Between 2017-22, our key areas of operation and allocation of resources, in pursuit of our strategic aims, will be:

- **Education and Training:** We will deliver high quality, National Standard-aligned cycle training, across all life stages, so that more people can cycle easily, safely and confidently.
- **Promotion, Policy and Monitoring:** We will promote, communicate, co-ordinate, share, monitor and evaluate the benefits and profile of, and progress on, cycling across Scotland.
- **Behaviour Change and Expanding Opportunities:** We will encourage more people to cycle through delivering and extending our Cycle Friendly Award Programme and through mass participation events.
- **Environment:** We will enable a better, safer, and more socially-inclusive cycling environment through supporting the development of quality infrastructure, promoting evidence-based road safety interventions, and improving overall access to bikes.
- **Organisation:** We will pursue current and new sources of income and influence to support our work and fund the work of other organisations across Scotland on cycling. We will provide opportunities for existing staff to develop their roles and responsibilities. We will consistently update our governance arrangements and equip individuals so that they can serve an ambassadorial role within cycling initiatives.

We will measure progress in our Business Plan against individual project objectives and high-level indicators, covering the influence and impact of our work and the activities we fund.

CONTACT US

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