



CYCLOPARK CHARITABLE TRUST

Four-Year Strategic Plan
2022-2026



CYCLOPARK[®]
RIDE • FITNESS • PLAY



“We are committing to doing even more to support people to develop their cycling skills”

NORMAN BLISSETT

FOREWORD

I am delighted to introduce the new strategy for Cyclopark.

Since we first opened in 2012, Cyclopark has provided an inspiring and accessible place for people from all walks of life to ride their bikes. From young people learning to ride through to Olympic gold medallists, our top class facilities have provided a supportive and safe environment for cycling.

Over the last 10 years, we have expanded and grown our support for cyclists and introduced more healthy activities for non-cyclists. We have also hosted many cycling events from regional races through to national championships in BMX and Cyclocross. The highlight has to be when we hosted a stage of the 2019 Women’s Tour. To see the galaxy of cycling super stars ride at Cyclopark, culminating in victory by Marianne Vos, undoubtedly one of the greatest ever professional cyclists, was a day never to be forgotten!

Today, Cyclopark offers dozens of scheduled activities each week as well as being open for people to drop in to ride or exercise. And I’m particularly proud of our support to disabled cyclists and to pupils from local schools who may not have the opportunity to learn to ride.

But we must not rest on our laurels.

As a prominent local charity, we have a tremendous opportunity to make a positive impact on the health and wellbeing of people in our communities.

Sadly, many in of those people face disadvantage and inequality. In our new strategy, we aim to help local people overcome these challenges. We know that staying healthy and fit is key to a longer, happier life and we will endeavour to give as many people as possible the opportunity to get healthier and fitter through cycling and exercise.

We are committing to doing even more to support people to develop their cycling skills. From learning to ride through to elite athletes; we will provide support to cyclists who want to develop and improve their fitness and skills.

And in all our work, we will aim to have sustainability at the heart of what we do. Cycling is one of the key ways we can combat global warming. We will play our part in building a greener and healthier world for our children and future generations.

Finally, we could not survive without the great contribution from our staff and volunteers, and the loyal support of our members and customers. Their input in delivering the strategy over the coming years will be invaluable.

Thank you all and I look forward to sharing our successes over the coming months and years.

Norman Blissett

Chair – Board of Trustees

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We want to make sure that people can access world-class facilities”



1. EXECUTIVE SUMMARY

The mission for Cyclopark is to be an outstanding venue that offers cycling, fitness and wellbeing for all ages and abilities.

Our vision is to provide a community hub, centred around cycling, that drives positive change for the lives of people in our local community. We want to make sure that people can access world-class facilities no matter what their background or proficiency. We hope to inspire future generations to get on their bike for pleasure, as well as the discovery of hidden talent.

Our mission and vision are based on four core values: teamwork, trust, treating people fairly and spending money wisely.

Over the next four years, through our Strategic Plan, we are focussed on achieving the following key objectives:

- **Learn to ride** – support every child in our local community to be able to ride a bike before they leave primary school.
- **Developing riders** – play a key role in training more people to cycle so they are confident using the growing number of cycle routes in our local and wider area.
- **Engaging the community** – increased use of and participation in Cyclopark by the local community through an inclusive approach where everyone, irrespective of their background, identity or circumstances, can access our facilities and reach their potential.
- **Improving health and wellbeing** – offer a wide range of activities and programmes and encourage growth in visitors to Cyclopark.

- **Events** – host and support competitive riders at regional, national and international cycling events and celebrate their success with the local community.

- **Cycling development pathway** – support the journey from learning to ride to a podium finish.

Our strategic objectives will be supported by working towards and evaluating clearly identified tasks to reach focussed business goals, specifically in the areas of:

- Stakeholder Management.
- Commercial Activity.
- Charitable fundraising.
- Culture focussed on the areas of our people and the environment.

In working towards our strategic objective and business goals, we will be measuring our success so that we can celebrate progress and adapt to change. We have established Key Performance Indicators (KPIs) based on outcomes linked to our strategic objectives.

We recognise the wide-ranging benefits of cycling. Through our Strategic Plan, Cyclopark will continue to offer inclusive access to this amazing sport and have a positive impact on the health and wellbeing of the community.

We thank our key partners, staff, volunteers and members for their support and look forward to building on the successes of the last ten years.

2. MISSION, VISION AND VALUES

2.1 - MISSION

The mission for Cyclopark is to be an outstanding venue that offers cycling, fitness and wellbeing for all ages and abilities.

2.2 - VISION

Our vision for Cyclopark is to provide a community hub, centred around cycling, for health, wellbeing, socialising and driving positive change for the lives of people in our local community.

We want to make sure that people can access world-class facilities no matter what their background or proficiency.

By supporting the world of cycling from grassroots to elite level, we can inspire future generations to get on their bike for pleasure, as well as the discovery of hidden talent.

2.3 - VALUES

Cyclopark values are at the heart of everything we do. They inform the way we design and deliver our services and the way we all work and behave.

Cyclopark expects all its employees and trustees to observe our core values and to understand our Code of Conduct for ethical behaviour.

Our core values focus on four themes:

Teamwork

To work in ways which are open, inclusive, responsive and accountable to develop and maintain positive working relationships with customers, stakeholders and partners to achieve excellent outcomes.

Trust

To ensure all stakeholders are given open and honest information to make decisions, to learn from our mistakes and promote continuous improvement and best practice.

Treating people fairly

To recognise that everyone has an important part to play in achieving the mission for Cyclopark and to value the diverse and vibrant nature of our members and community.

Spending money wisely

To set high expectation to achieve strategic outcomes, actively seek out opportunities to improve delivery of services through partnership and listen to feedback.



“Our vision for Cyclopark is to provide a community hub, centred around cycling”



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3. STRATEGIC OBJECTIVES

Cycling is a healthy and convenient means of transport that could easily be incorporated into the ordinary day-to-day activity of children and adults.

Cyclopark will invest in our community and provide exciting opportunities for the most disadvantaged.

As a charity, our profits are re-invested into the park's infrastructure and to further charitable objectives, for the benefit of our members and the wider community.

Over the next four years, through our Strategic Plan, we are focussed on achieving the following key objectives:

Learn to ride – support every child in our local community to be able to ride a bike before they leave primary school

Developing riders – play a key role in training more people to cycle so they are confident using the growing number of cycle routes in our local and wider area,

Engaging the community – increased use and participation of Cyclopark by the local community through an inclusive approach where everyone, irrespective of their background, identity or circumstances, can access our facilities and reach their potential.

Improving health and wellbeing – offer a wide range of activities and programmes and encourage growth in visitors to Cyclopark,

Events – host and support competitive riders at regional, national and international cycling events and celebrate their success with the local community,

Cycling development pathway – support the journey from learning to ride to a podium finish.



3.1 - LEARN TO RIDE

The Cyclopark ambition is for every child in the Gravesham area to have the opportunity to learn to ride a bike before they leave primary school.

Wider impact

Cycling is a healthy and convenient means of transport that can be incorporated into the ordinary day-to-day activity of adults and children. Enabling access to this offers people freedom and choice, as well as access to social and fitness activities.

What this looks like

Each school holiday, Cyclopark will provide free 'Learn to Ride' sessions for local disadvantaged children, plus free hire of our fleet of bikes.

3.2 - DEVELOPING RIDERS

We will play a key role in training more people to cycle so that they are confident to use the growing number of cycle routes in our local and wider area.

Wider impact

Some habits start in childhood with cost and opportunity being contributory factors. Through engaging with young people through creative, targeted activities young people are offered an alternative to anti-social behaviour, as well as promote important road safety messages.

What this looks like

Working with local stakeholders, including primary schools and youth services, Cyclopark will offer free access to the facilities and bike hire during school holidays.

We will also be offering Cycle Confidence sessions breaking down barriers and providing a better understanding of riding on cycle pathways and roadways.



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3.3 - ENGAGING THE COMMUNITY

We will further our commitment to equality and inclusion and will increase use and participation of its facilities by all those in the local community.

Wider impact

Provide an inclusive space and environment for communities to come together, grow and flourish.

What this looks like

Deliver cycling sessions and access to facilities for those with disabilities, as well as offering adaptive bikes, qualified cycling coaches and volunteers in a safe and secure environment.

3.4 - HEALTH AND WELLBEING

Improve the health and wellbeing of visitors to Cyclopark through a wide range of activity programmes year on year.

Wider impact

The positive impact of exercise on health and wellbeing is extensively studied and widely accepted. With research acknowledging 'if exercise was a pill, it would be one of the most cost-effective drugs ever invented'.

What this looks like

Cyclopark has a team of fully qualified, expert exercise instructors, as well as range of activities designed specifically for people with a range of health conditions or injuries.

3.5 - EVENTS

Encourage and enable growth in visitors to Cyclopark year on year.

Have our competitive riders participate at regional, national and world cycling event and celebrate their success with the local community.

Wider impact

Through our leadership and reputation, we can be a valued part of the local community to impact positive change for local public health. Through ensuring Cyclopark is a venue of choice for local, national and international cycling events, we can attract visitors and funding opportunities to reinvest in improving facilities and supporting other charitable projects.

What this looks like

Ensure Cyclopark is a venue for elite cycling events with state-of-the-art facilities and logistical support, and an affordable option for organisers.

3.6 - CYCLING DEVELOPMENT PATHWAY

Promote a lifelong affection for cycling and provide opportunities to improve regardless of background, age or ability.

Wider impact

We want everyone to be able to ride a bike, experience the thrill and excitement of cycling and for those who want to become better athletes, receive expert support. Cycling has something to offer us all, be it as an individual, as part of the wider community or for the nation as a whole.

Through nurturing grassroots cycling and encouraging improvement up to and including elite level, Cyclopark can support Britain's standing on the world stage.

What this looks like

Our range of facilities give everyone the opportunity to try all types of cycling – road, BMX, cyclocross, mountain biking – and provides the support and encouragement to develop skills and fitness whether cycling for leisure, fitness, fun or competition.



“We will further our commitment to equality and inclusion”



4. BUSINESS GOAL

In the last ten years of Cyclopark, there have been successes and challenges to learn from.

Looking forward, we will focus on four key areas of business to support our strategic objectives:

4.1 - STAKEHOLDER MANAGEMENT

- Extend our relationships with stakeholders to include sport governing bodies, local government, central government, health providers and volunteers to support mutually beneficial collaboration.
- Continue to host national level cycling events with an ambition to make Cyclopark a leading venue for international level cycling events.
- Continue to seek out new opportunities to work with local businesses and the community to deliver new events that raise awareness and bring people to Cyclopark.

4.2 - COMMERCIAL ACTIVITY

- Grow income to enable us to deliver our increasingly ambitious charitable objectives.
- Focus commercial activity in the areas of health and fitness, family activities, day visitors, events and food and drink.
- Continue to improve the products, services and events we offer to our community by listening to feedback.
- Build an ongoing focus on increasing inclusivity across all of our activities and products with specific focus on diversity and under-represented sections of society (women, ethnic diversity, young people and those with disabilities).

4.3 - CHARITABLE FUNDRAISING

- Continue our commitment to give back 50% of our annual profits for charitable uses. Our team at Cyclopark work with partners to identify relevant charitable projects that align with our vision and help support the needs of our local community.
- Identify and apply for a series of funding opportunities to deliver the overall fundraising target including match-funding with key stakeholders. These will include existing charities, governing bodies, stakeholders, local and central government.
- Host additional fundraising events to further support this part of our work.

“Continue our commitment to give back 50% of our annual profits for charitable uses”

4.4 - CULTURE

Our People

People are the key to the success of Cyclopark.

While we have a world-class facility, it's the people who bring it to life. We seek to attract people who can help us deliver our objectives; so that could be working with our members and volunteers on a day-to-day basis, helping run fantastic events or providing the oversight to ensure we are collectively delivering against our goals and objectives, to name a few.

We will continue to review and identify the skills we need now and in the future as Cyclopark continues to grow and flourish. This will include ensuring we help our staff learn and develop to build their careers and our success.

The Environment

In a time of a climate emergency, cycling and active travel have critical roles to play. Our work at Cyclopark helps bring more people, from a wide range of backgrounds to discover and expand their relationship with cycling. We actively seek out organisations to work collaboratively to bring more people to a place where they can learn to be confident and happy to ride bikes, whether for transport, for leisure or for sport (or a combination of all three). As a traffic-free space we provide a safe and welcoming place for people to enjoy riding bikes.

We will work to achieve Green Mark certification to demonstrate we are a sustainable organisation that meets environmental standards.



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5. MEASURING SUCCESS

We want to be able clearly identify how effective we are in achieving our key charity and business objectives, so we have established a number of Key Performance Indicators (KPIs) that relate directly to operational deliverables and our overall strategic goals.

Through effective evaluation we can learn from and respond to challenges. The KPIs set out in the following table enable us to appreciate the outcomes and impact of our strategic objectives based on the volume of take up in these areas, as follows:

AREA	OUTCOME	IMPACT GOAL
Ride	A significant increase in the number of Gravesham children riding bikes prior to leaving primary school.	More people cycling more often is great for the environment and provides essential skills for life and a better wellbeing.
Coaching & activity	Increased number of children and young people from disadvantaged backgrounds participating in cycling and other Cyclopark activities.	Reduce health inequalities in the community and increase activity and opportunity for those most disadvantaged.
Disability	More people with disabilities riding bikes more often.	Improved health and wellbeing for all regardless of physical or mental disabilities. Allowing for greater independence and sense of achievement.
Elite events	The delivery of first class regional, national and world cycling and sporting events.	Improved reputation, commercial income opportunities and sponsorship. Creating inspired and engaged communities and increasing participation.
Diversity & inclusion campaigns % increase	We have a culture that puts diversity and inclusion at the heart of everything we do, creating a welcoming, vibrant and engaging atmosphere for all users.	More people using our facilities from traditionally hard to reach groups, providing a greater customer base, increased brand loyalty and a sense of community.
Health & wellbeing	A programme of activities designed to improve the health and wellbeing of our community including those with underlying health conditions.	Improved health and wellbeing for our members and community. Reduction in lifestyle-related diseases for those taking part.

6. CLOSING

Cyclopark is a vital community asset, offering visitors a place to learn new skills, socialise and push the limits of what they thought they could achieve.

The benefits of cycling are wide ranging, from good health to good sport. Through our Strategic Plan, Cyclopark will continue to offer inclusive access to this amazing sport and have a positive impact on the health and wellbeing of the community.

We are especially grateful for the support of key partners, staff, volunteers and members over the last ten years. We look forward to further strengthening these relationships over the coming years.

This strategic document offers a vision of what we can achieve. However, we are constantly looking for new projects we can help deliver in our local area.

If you have ideas or know of opportunities that we can help deliver – please let us know.

Or, if you would like to share your love of cycling, volunteers make an enormous difference to us as a charity so please get in touch – we have a range of exciting volunteering roles and opportunities.





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