



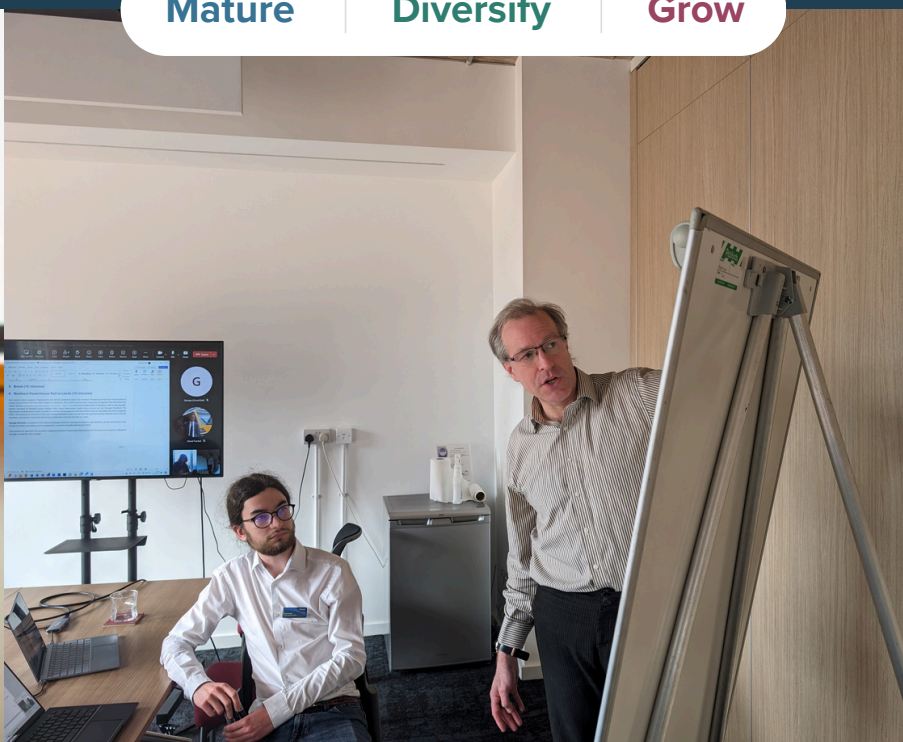
# Our Annual Strategy for 2025-26

7th April 2025 - 6th April 2026

Mature

Diversify

Grow





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# Foreword

**As we enter the new financial year, we reflect on a transformative period for Enroute. We're well on our way on our journey to become a bold and important voice on sustainable transport, powered by volunteer-driven advocacy and research.**

We've passed major milestones in our development over the last year. We secured our first grant funding from the Foundation for Integrated Transport, launched our innovative Here to Help scheme, and grew our relationships with leading transport organisations across the sector, which included our Joint Chief Executive David Frankal speaking at the Better Transport Conference.

We've demonstrated our seriousness in our mission and commitment to shape the conversation around sustainable transport, with our presence at industry conferences, campaign launches and research.

Our new mindset for the year ahead is to "mature, diversify, grow". This strategy outlines ambitious yet achievable goals to expand our research portfolio, strengthen our advocacy work, and build a more robust organisation. We're particularly excited about our plans to diversify research into areas like active travel, light rail, and innovative transport technologies, while maintaining our commitment to evidence-based policy recommendations.

The coming year will see us embark on several ambitious initiatives. We aim to publish four new research pieces, with at least one collaborative effort with a partner organisation. Our Here to Help scheme will expand to support more grassroots transport voices, and we plan to respond to at least six transport consultations. We're also focusing on strengthening our voice through enhanced media engagement, aiming to grow our newsletter readership to 250 members and expand our social media presence to 1,500 followers across platforms.

A key focus this year will be on broadening our perspective by recruiting transport analysts from diverse backgrounds, both within and outside the traditional transport sector. This approach will help us bring fresh insights to our research and advocacy work. We're also excited about developing stronger bridges with educational institutions to reach out to the next generation of sustainable transport advocates.

None of this would be possible without our dedicated volunteers, whose passion and expertise drive everything we do. As a Community Interest Company, we remain committed to reinvesting in our mission and maintaining the highest standards of transparency and integrity in our work.

The transport sector faces significant challenges and opportunities in the years ahead. With this strategy, Enroute is well-positioned to advocate for and help deliver the sustainable transport future that Great Britain needs. We look forward to working with our partners, supporters and communities to make this vision a reality.

Have a brilliant 2025-26.

**Harry Burr**  
Joint Chief Executive

**David Frankal**  
Joint Chief Executive



# What we do

**Enroute is a transport research and advocacy group, empowering sustainable transport choices by fostering collaboration among communities, governments, businesses and advocates. We strive to make public and active transport more viable across Great Britain by advocating for investment and increased usage through data-driven research, insightful campaigns and informed policy responses and feedback.**

Our unique strength lies in being fully volunteer-owned and operated, with passionate contributors from both inside and outside of the transport sector dedicating their time to envisioning and building a brighter future for sustainable transport. This volunteer-driven model allows us to pursue a wide range of projects aligned with our vision and mission, and to respond flexibly to external requests for support. We're developing our organisation's work along two key models:

**Volunteer-Interest Model:** Volunteers choose and lead research projects or other activities that align with our overarching goals as outlined in Our 2050 Vision, fostering innovation and creativity in sustainable transport solutions.

**Advisory Model:** Assisting individuals or organisations with research, advocacy or campaign initiatives. This includes our newly launched "Here to Help" programme, providing tailored advice to groups and individuals whose values resonate with ours, enabling them to advance transformative transport ideas or act locally while thinking globally

Our journey began with a grassroots proposal for Daventry Parkway station , evolving through various regional projects that highlighted both our ambition and the challenges of scaling volunteer capacity. From those early days as Sustainable Transport Midlands, we have grown into Enroute – an organisation with a broader remit, streamlined structure, and a relentless focus on impact.

As a Community Interest Company, we remain committed to serving the public good, investing our funds into the organisation and its work. Each year, we measure and share our societal contributions through the "How we thrived" section of our strategy, ensuring transparency and accountability. We proudly operate across England, Scotland and Wales, uniting regions with a shared vision for sustainable transport that benefits the environment, economy and social equity.

# What guides us

Our ethos is designed to support the delivery of our organisational objectives; promoting investment in and usage of sustainable forms of transport in Great Britain. Our ethos remains unchanged from the last financial year.

## Our Mission



Empower individuals and communities to embrace sustainable forms of transport, fostering a greener, more accessible, and interconnected Great Britain. We strive to facilitate informed discussions, provide support, and drive meaningful change in the sustainable transport landscape.

## Our Vision



A future where sustainable modes of transport, including active and public transport, flourish throughout England, Wales, and Scotland, and are considered the norm for daily use. We envision a society where transport networks are environmentally responsible, economically viable, and socially equitable, creating healthier and more vibrant communities.

## Our Purpose



Catalyse investment in and widespread adoption of sustainable transport alternatives, addressing the environmental, economic, and social challenges associated with conventional modes of travel.

Our core values align with our mission to make our future planet a greener, cleaner, and safer place to live. They also remain unchanged from the last financial year.



**Sustainability**



**Collaboration**



**Integrity**



**Empowerment**



**People Focus**

Our core objective as an organisation is to:

*promote investment in and usage of sustainable forms of transport, including active and public transport modes, in Great Britain.*

Coupled with our organisational purposes of:

**Educating and Empowering**

**Advocating for Change**

**Fostering Collaboration**

**Driving Innovation**

# Meeting our goals in 2024-25

We set out our goals for the previous financial year in our first Annual Strategy published in April 2024. We think our first year has been extremely successful, and we have gone above and beyond in engagement in particular, especially supporting local communities such as through the launch of our Here to Help scheme. Most of our measurable targets from the 2024-25 Strategy are available publicly on our website.

## Goal 1: Deliver improvements to our engagement with our Board

- We appointed Nikita Jan as an Enroute Board Director, bringing significant expertise from many different backgrounds, including combined authorities and banking, to the table.
- We introduced a new weekly internal newsletter for Board, Staff, Advisors and candidate Transport Analysts to provide further insight into what we have been up to internally.

## Goal 2: Develop a secure financial situation and funding base

- We developed an internal Funding Acquisition and Finance Delivery Strategy
- We soft-launched our new Corporate Donor and Patron scheme, with plans to communicate this further later in this strategy period.
- We achieved just under £2,000 of funding from the Foundation for Integrated Transport, our first official grant funding, to cover our overhead costs for the next 18 months, as well as additional expenditure on developing new schemes and attending events.
- We cleared all outstanding Directors' Loans, a legacy from our early organisational development.

## Goal 3: Engage with organisations we do not have connections with

- We built great working relationships with Campaign for Better Transport, Low Traffic Future, British Regional Transport Association, and Greengauge 21, and other organisations with similar aims and activities to us.
- We engaged with groups and decision-makers on the ground outside of our legacy Midlands operating area, including groups in the South East, North East and North West.
- We've opened a direct dialogue with the External Affairs team at the Department for Transport.
- We networked with various transport operators, regional transport bodies, local authorities and national agencies at networking events throughout the year, of which we attended four in total with a variety of staff from different functions including communications.
- We launched joint research with the Bring Back Euro Trains campaign group on returning direct European rail services to Kent.

## **Goal 4: Improve Enroute's exposure in communities/with the public**

- We delivered an Internal Social Media and Marketing Strategy.
- We targeted social media to our objectives and streamlined its function through our new Social Media Manager, making social media a more effective Enroute support function.
- We posted 21 times on our blog since April, significantly ramping up activity on our website.
- We attended 4 industry conferences and events in-person and many others virtually throughout the year.
- We added a Joint Chief Executive Update in each email newsletter and special in-depth features from our staff on recent announcements and our thoughts on them.
- We delivered a joint webinar with Chartered Institute of Logistics and Transport on the Restoring your Railway scheme alongside our friends at Campaign for the Peak Line, and joined a panel at Campaign for Better Transport's Better Transport Conference.
- We launched two campaigns, Fix the Spine and Ditch the Print, building a campaign coalition to push the new Government on its next steps on high-speed rail, and highlighting a ticketing anomaly that has caught out well-meaning passengers and risks putting people off using the railway.

## **Goal 5: Grow our research capability and transport analysis team**

- We published our joint research with Bring Back Euro Trains drawing on their external local expertise.
- We prepared Development Plan Reviews with all of our staff in January.
- We maintain our one-team approach, with a key example of this being transport analysts getting involved in marketing activities through press and social media, as well as maintaining our weekly 'All Hands' calls to bring all functions together in one place.

## **Going above and beyond**

- We took a proactive approach to the Local and General Election in the last financial year, posting regularly on social media and publishing several blog posts and a sub-site for the General Election, including our comprehensive manifesto review for transport, while remaining politically impartial.
- We engaged with Better Transport Week through our key relationship with Campaign for Better Transport. This included through several blog posts and social media activities, attendance at the launch event and primary Conference, as well as sitting on a panel at the Conference.
- We launched a new Contact Relationship Management system for use by our staff, tracking all of our relationships to better support newer staff in understanding who they can reach out to externally.
- We launched our Here to Help Scheme, offering grassroots support and advice to smaller community transport campaign groups who may need it.

# Our goals for 2025-26

This financial year, we aim to advocate for a more efficient and attractive public and active transport network. Enroute's goal is to use our voice and efforts to strengthen and expand the network. To support infrastructure improvement and shift away from private vehicles, we've set key priorities for 2025-26, aligned with our golden thread for the year:

## Mature

our organisation  
model

## Diversify

our work and our  
team

## Grow

our reach and  
our impact

### Our 2025-26 Goals

#### Goal 1: Diversify and grow our research

##### Why this goal?

Research is core to our mission of evidence-based advocacy. By diversifying into areas like active travel and light rail while maintaining our rail expertise, we'll grow our influence across the sector. This supports all three pillars: maturing our research methodology, diversifying our topic areas, and growing our research impact. For each research project, we must also consider our target audience, ensure we are writing for them, connecting with their interests and reaching them when we promote our work.

##### We will:

- Increase use of quantitative data, including commissioning of our own, in our research.
- Improve research impact and searchability, including targeted promotion based on our intended audience, and pulling out our key headlines effectively.
- Diversify research topics and audiences, specifically publishing more research into active travel, light rail, bus and innovative transport technologies.
- Identify opportunities to pursue research in collaboration with other organisations, based on our common interests and complementary resources.

##### Our success will be measured upon:

- **4** research pieces published, with at least **1** being a collaborative effort with another organisation.



## Goal 2: Diversify and grow our activities

### Why this goal?

To maximise our impact, we'll need to engage through multiple channels beyond research alone. By expanding our Here to Help scheme, launching impactful campaigns, and responding to consultations, we'll mature our advocacy model, diversify our methods of influence, and grow our reach across Great Britain.

### We will:

- Launch novel and timely campaigns by identifying pressing transport issues, building coalitions with partner organisations, and creating compelling narratives supported by our research.
- Continuously review and update our 2050 vision policy positions, incorporating key evidence and findings from our research, as well as shared positions with like-minded organisations.
- Build new relationships with stakeholders across Great Britain, establishing contact with groups such as local transport authorities, academic and research organisations, and advocacy organisations.
- Expand Here to Help through engagement with stakeholder organisations.
- Continue to identify and respond to relevant transport consultations, with novel insights, consistent values and highlighting lived experiences.
- Continue to respond to live transport issues, drawing on relevant insights and observations, adding value and ensuring our voice, and the key issues we want to highlight, are heard.

### Our success will be measured upon:

- **2** campaigns launched, with both a national and local impact.
- **4** Here to Help requests supported.
- **6** responses to transport-specific consultations.



### **Goal 3: Enhance recruitment and retention**

#### **Why this goal?**

Our volunteer-driven model relies on consistently attracting and retaining dedicated and skilled people who share our values and priorities, in the right roles, with mutually agreed, reasonable and sustainable expectations around workload. Broadening our recruitment both within and beyond the transport sector, agreeing on clear expectations, and ensuring our volunteers are satisfied in their roles will help us mature our organisation and build a stable and reliable team, as well as diversifying our team's perspectives, and allowing us to grow steadily and sustainably.

#### **We will:**

- Expand our recruitment reach using social media, professional networks, and universities, colleges and student societies. We aim to attract a mix of voices from both inside and outside the transport sector, capturing industry experience and expertise whilst also elevating independent voices from different backgrounds.
- Refine our recruitment method to agree clearer expectations around workload, conflicting interests and the duration of volunteer roles, to ensure we are building a stable and reliable team.
- Continually encourage, listen to and action feedback from the team to ensure volunteers are satisfied and motivated with their roles and responsibilities. We will continue to identify opportunities to share skills and knowledge, work collaboratively and meet up in person for workshops or social events.

#### **Our success will be measured upon:**

- **5** new transport analysts recruited.
- **100%** Development Plan Reviews completed for all volunteers.
- At least **4** opportunities throughout the year to meet in person.



## Goal 4: Build Enroute's brand and notability

### Why this goal?

A strong, professional brand is essential for credibility and influence. Enhancing our digital presence, standardising our messaging, and building media relationships will help us mature our public image, diversify our communication channels, and grow our audience and stakeholder engagement.

### We will:

- Employ the use of other multimedia and video content, including summaries of our research, short webinars, campaign updates and interviews with experts in the industry.
- Develop a standardised 'elevator pitch' – with a clear value proposition for all audiences, crafting compelling impact stories and providing staff with support on consistent communication of Enroute's mission and achievements.
- Design and produce professional marketing materials including branded business cards, information booklets about our work, and slide decks for conferences and events.
- Build media relationships by enhancing and reviewing our media contact database, reaching out directly to journalists when something we have released may spark interest, and continuing to put out regular press releases.

### Our success will be measured upon:

- **16** blog posts published.
- **250** members on our email newsletter.
- **1,500** social media followers across all platforms.





## Conclusion

As we enter 2025/26, Enroute stands ready to mature, diversify and grow our impact on sustainable transport in Great Britain. Our strategy builds on strong foundations laid in 2024/25, including securing our first grant funding, launching our Here to Help scheme, and strengthening relationships across the transport sector.

Our four key goals – expanding research, diversifying activities, enhancing recruitment and building our brand – form an integrated approach to achieving greater influence. By focusing on these areas while maintaining our volunteer-driven model and commitment to evidence-based advocacy, we aim to amplify our voice in crucial transport policy discussions.

Key targets for 2025/26 include publishing four research pieces, supporting four Here to Help requests, recruiting five transport analysts and growing our newsletter readership to 250 members. These measurable objectives will help us track progress towards our broader mission of promoting sustainable transport investment and usage.

The transport sector faces significant challenges in the years ahead, from funding pressures to the urgent need for decarbonisation and modal shift. Through this strategy, Enroute is positioning itself to contribute meaningful solutions and advocate effectively for positive change. Our volunteer-powered approach, combined with strengthening organisational capacity and broadening reach, will enable us to contribute as best we can.



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