



Annual Group Strategy

2024-25

6th April 2024 - 5th April 2025



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Executive Summary

Enroute is a unique organisation. We are a passionate group of volunteers, all dedicated to the same mission of empowering individuals and communities to get around in greener and healthier ways by promoting investment in and usage of sustainable transport. We believe that investment in a strong public and active transport network is essential for a thriving future, and we are committed to making it happen.

As Enroute's leaders, we are excited to share our strategy for 2024-25, a year full of opportunities to make a real difference in how people move around Great Britain. So, what will drive us this year? Here is a sneak peek at our key priorities:

- Goal 01: Strengthening our Board: We want to involve our Board of Directors more actively, with Directors directly contributing to research, proposals and public engagement initiatives, as well as grow the Board leadership.
- Goal 02: Building a secure financial future: We are committed to developing a robust funding strategy, primarily relying on generous contributions, grants, and partnerships.
- Goal 03: Expanding our network: We are eager to connect with new stakeholders, from government agencies and advocacy groups to universities and local communities, creating a powerful force for change.
- Goal 04: Connecting with the public: We will be upping our efforts on social media, sharing blog posts, and participating in industry events. We need our message to reach far and wide, inspiring people and organisations to make informed choices.
- Goal 05: Growing our team: We are always looking for talented volunteers with a passion for transport and sustainability. And to fuel our research efforts, we will aim to collaborate with external experts, bringing diverse perspectives to the table.

Each year, when we produce our Annual Group Strategy, we will outline the impact that Enroute had throughout the year, including a demonstration of how we have delivered on the goals outlined in the last strategy.

Measuring our success is not always straightforward, but we will be tracking our progress through several metrics, including research publications, blog posts, social media reach, and email newsletter subscribers. Ultimately, though, our true measure of success lies in seeing more people choose sustainable transport options and higher rates of investment in public and active transport, contributing to a greener, healthier future for all.

We are excited about the year ahead and believe that, together, we can make a real difference.



David Frankal & Harry Burr
Enroute Joint Chief Executives

What we do

We drive sustainability and empower people by collaborating with communities, governments, businesses, and advocates to make sustainable transport a more viable option for communities by encouraging investment in and usage of public and active modes.

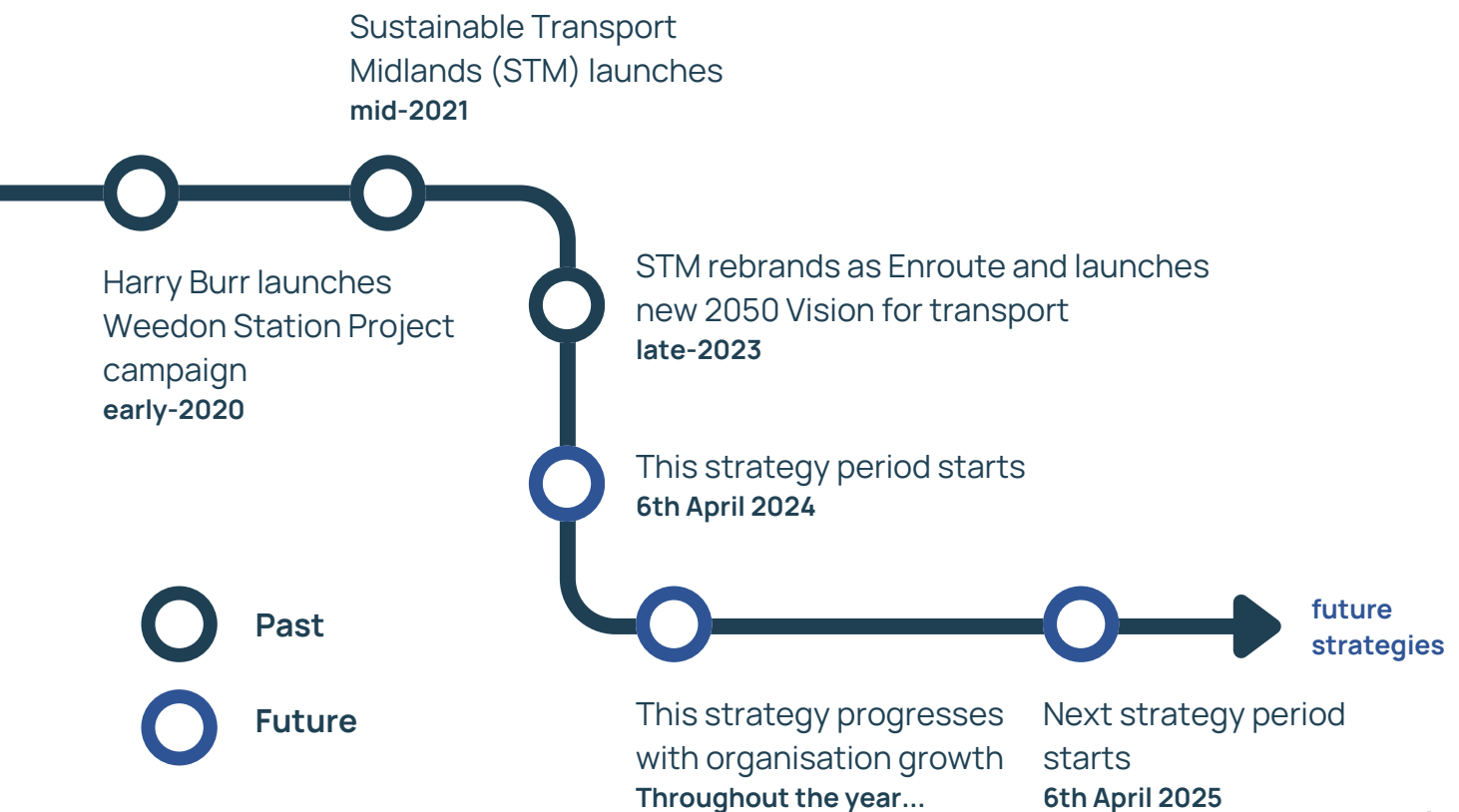
We are a transport research group producing evidence-backed and data-driven insights into why sustainable transport investment and usage is the right choice for the future of our nation, for the sake of the environment, economy, and social equity.

Our uniqueness lies in the sense that we are a fully volunteer-owned-and-run organisation, with those who work both within and outside the transport sector contributing their time to create a brighter future for public and active transport in Great Britain.

We offer our expertise, support, and services to campaigning and advocacy groups where we have the opportunity to do so, supporting those groups who share our core values, promoting ideas to improve transport across the country and ensuring we maximise our opportunities to bring about positive change.

As a Community Interest Company, we are bound by law to deliver for our communities and retain profit within the organisation unless the funds leave the CIC for a charitable purpose. We will provide evidence of this in the impact report section of our strategy every year, which also acknowledges the last Annual Group Strategy as the measurement of our performance within the year.

We operate across Great Britain, in England, Wales and Scotland.



Our ethos

Our ethos is designed to support the delivery of our organisational object, promoting investment in and usage of sustainable forms of transport in Great Britain.



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

Our core values align with our mission to make our future planet a greener, cleaner, and safer place to live.



Sustainability

We are dedicated to promoting and advancing sustainable transport solutions that minimise environmental impact, conserve resources, and ensure a brighter future for our planet.



Integrity

We conduct ourselves with honesty, transparency, and ethical responsibility, earning the trust of those we serve and engage with.



People Focus

We prioritise the well-being, needs, and aspirations of people at the centre of our efforts, striving to make our sustainable transport network accessible and beneficial for all.



Collaboration

We believe that by working together with stakeholders, partners, and communities, we can amplify our impact and drive meaningful change in the landscape of the industry.



Empowerment

We empower individuals and communities to be informed about their transport choices, giving them the knowledge and tools to create positive change in their lives and surroundings.

Core objective

Our core objective as an organisation will inspire the development of our programme of activities from April 2024 to April 2025:

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

Educate individuals about sustainable transport options and empower them to make informed choices that benefit the environment and their well-being.

Advocating for Change

Advocate for policies and initiatives that improve sustainable transport infrastructure, making it accessible and attractive to all.

Fostering Collaboration

Collaborate with stakeholders, including professionals, governments, authorities, and communities, to create a cohesive and inclusive sustainable transportation ecosystem.

Driving Innovation

Encourage innovation in transport solutions, promoting research and development that enhances the sustainability and efficiency of transport systems.



Our goals for 2024

Our core objective is clear, and our organisational priorities are clear. We need a more expansive, efficient, and attractive public transport and active travel network, and Enroute's aim is to use our voice and our work to advocate for a stronger and more widely-used network.

This year, our number one identified priority is to Amplify Impact and Enhance Exposure. For Enroute to have a part in delivering improvement to infrastructure and modal shift from motor vehicles, as well as meeting our number one identified priority, we have set out some key priorities for 2024, shown below.

Goal 1: Deliver improvements to our engagement with our Board

We will further embed and utilise the skills of our Board of Directors:

- Appoint a new Board Director with expertise and experience in communications and marketing, providing constructive challenge to the work of our comms and marketing team.
- Ensure that Board Directors have the opportunity to engage directly with work they may be interested in supporting us with: for example, bids for funding, research, and blog posts.
- Give Board additional clarity on the timeline of our ongoing work and quantitative targets of the organisation, some of which this strategy will shed light on.

Goal 2: Develop a secure financial situation and funding base

We will manoeuvre Enroute into a secure financial situation and develop an in-depth funding acquisition strategy:

- Deliver an in-depth Funding Acquisition and Finance Delivery Strategy in partnership with the Board Directors and our external advisors with skills in funding acquisition.
- Appoint a volunteer with specific GB charity funding acquisition experience.
- Aim to eliminate director liabilities which we retain from the initial organisational development of Sustainable Transport Midlands.
- Prioritise funding acquisition delivery through support from the general public, including one-off and recurring donations, by further promoting and creating a compelling offer for subscription.
- Seek funding through Corporate Social Responsibility (CSR) funds, corporate sponsorship, and cash injections from high net-worth individuals who may have an interest in Enroute's objectives.

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

We will engage with stakeholders, government, advocates and other organisations in order to develop new opportunities and expand Enroute's exposure and reach:

- Network and further develop relationships with organisations that have similar aims and objectives to us, such as transport advocacy groups and think-tanks.
- Build relationships and rapport and identify opportunities for collaboration with press/media associations, academic institutions, professional institutions, transport operators, local authorities, regional authorities, and devolved/national government agencies.
- Further develop our profile outside of the Midlands, our legacy operating area, and engage with stakeholders and communities in London, the South, the North, Wales, and Scotland.
- Deliver joint research with other organisations, such as local authorities, communities, advocacy groups, academic and professional institutions, or the private sector.
- Prioritise responding to relevant consultations, co-ordinating responses with other organisations where appropriate, approaching with the same or similar key themes, getting our voice heard effectively. Publish responses on our website.
- Engage with organisations to enhance Our 2050 Vision for Transport in Great Britain, developing new positions, enhancing existing ones, and backing them up with data-driven evidence and insights from decision-makers, advocates, and transport professionals.

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

We acknowledge that we need to raise our profile with the general public and local communities:

- Deliver an in-depth Social Media and Marketing Strategy in partnership with the Board Directors and our internal communications and marketing team.
- Target social media to our objectives, reacting to current affairs and controversies. Tell a story through social media.
- Start consistently posting on Enroute's blog and other online platforms.
- Attend industry conferences and events, and ensure we are heard and seen through awards, podcasts, articles, external blog posts, magazines, news shows and more, while engaging with existing communities before building our own.
- Grow Enroute's email newsletter offering, delivering a roundup of Enroute's comments on general transport news and insights, making a subscription more attractive.
- Work with universities, colleges, and higher education institutions to promote volunteering opportunities to students and support on-campus events and activities.

- Enter the events space, initially virtually, delivering Continuing Professional Development (CPD) webinar sessions, raising Enroute's profile and awareness of our work.
- Connect our research with targeted campaigns at both national and local levels, working with experts, advocacy groups, governments and communities to raise the profile of our work and promote our objectives.

Goal 5: Grow our research capability and transport analysis team

We will further develop our internal skills and research capability, both by engaging with external parties and growing our volunteer team:

- Grow our transport analysis team, appointing passionate and skilled volunteers with a variety of skillsets who can produce varied and diverse research and content for Enroute.
- Draw on expertise outside of Enroute's team, including at other similar organisations and advocacy groups, to produce varied research.
- Grow the variety of our research portfolio with work focusing on different modes, at different scales, and utilising different formats and methods (including primary fieldwork, mapping, modelling, and data analysis).
- Ensure all volunteers benefit from individual Development Plans, allowing them to target particular skills they wish to build up whilst working with us, providing valuable experience for overall career development and ensuring we are utilising our volunteer team effectively to meet our objectives.
- Maintain and strengthen a "one-team" approach within Enroute, encouraging volunteers to contribute their varied interests, knowledge, and skills to different functions such as marketing. Opportunities to do so may be identified through Development Planning.



Measuring our impact and performance

Over the course of this Strategy, we aim to meet the following quantifiable goals:

Quantifiable goals for 2024-25

12

research pieces published, with at least one being a collaborative effort with another organisation.

2

campaigns launched, including one on a local basis and another on a national basis.

6

responses to transport-specific consultations, with at least one coordinated with another group.

12

blog posts published.

200

members on our email newsletter.

1,000

social media followers across all platforms.

100%

of staff members engaged in the creation of mutually beneficial Development Plan.

Ultimately, our impact is the profile and awareness we raise for ourselves, our work and our objectives, and the impact we have on investment into and usage of public transport and active travel. This may take the form of our work being cited in discussions, published work or strategies of other organisations, our ideas being taken on or further developed, or our campaigns positively impacting policy or public behaviour. Performance in this respect is difficult to quantify and thus set specific targets for.

Conclusion

Our Annual Group Strategy serves as the roadmap for Enroute's activities in 2024. It not only outlines our core objective of promoting sustainable transport throughout Great Britain, but also details the key strategic priorities that will guide our efforts. These priorities, encompassing communication, financial stability, stakeholder engagement, public outreach, and team development, are crucial for achieving our mission and meeting our number one identified priority; Amplify Impact and Enhance Exposure.

This Strategy provides the foundation for developing our specific programme of work for the upcoming year, with each priority area translated into actionable plans, assigning responsibilities, and establishing clear timelines.

The quantifiable goals outlined throughout the Strategy will serve as benchmarks for measuring our progress and informing the content of our impact report in the next strategy. In this impact report, we will track our achievements against these goals, demonstrating our accountability and commitment to transparency.

By pursuing this Strategy, we are confident that Enroute will make significant strides towards using our voice and playing our part in creating a more sustainable and equitable transport future for Great Britain.

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