

# Strategic Development Plan 2023-2025

# CYCALL (Inclusive Cycling) Worthing



## Foreward

Welcome to the strategic plan for CYCALL for the period 2023-2025. CYCALL was launched in May 2018 and started running adapted cycling sessions in June 2019. In late July 2019 we moved to our lovely new home at Brooklands Park, Worthing. In Spring 2021, we registered as a charity with The Charity Commission. As the organisation grew we recruited 4 session workers which allowed us to increase beneficiary numbers to meet demand for CYCALL sessions. Our volunteer team has also increased. We have been able to increase the number of CYCALL sessions and welcome more local settings and new customers. We are looking forward to continuing to build relationships with other organisations in the local community in 2025 and developing our CHUB which will host a new sensory space. 2025 will be challenging as funding is becoming more competitive and the increase in expenses continues to affect small charities such as CYCALL but we will continue to strive to be a place of joy, happiness and friendship. We are so grateful to our supporters, the success of CYCALL really is down to the amazing people who support the organisation in so many different ways.

Martine Walters Chairperson

## Moving Forward - 2025 (In Brief)

To develop the CHUB sensory space

To recruit 2 additional volunteers

To engage in succession planning as Martine and Rob prepare to step aside from CYCALL-advertise in the wider community for new Chair/Trustees

To promote the benefits of adapted cycling to the wider community (including social prescribing)

To promote the benefits of adapted cycling as a preventative health care option for people in later life (well being rides)

To promote the benefits of adapted cycling to people with shared characteristics (i.e. stroke recovery, MS therapy)

## Our Vision ~ To make cycling accessible to all

Our Mission ~ To promote and enhance the health and wellbeing of all those involved with CYCALL

## Organisational Behaviour to promote our values

### Collaboration

Identify and pursue opportunities to form successful and meaningful partnerships with other organisations

Do our utmost to create an environment where everybody feels encouraged and supported

### Respect



**Demonstrate that we value diversity by accepting and respecting people's individuality**

**Treat people with courtesy, politeness, and kindness**

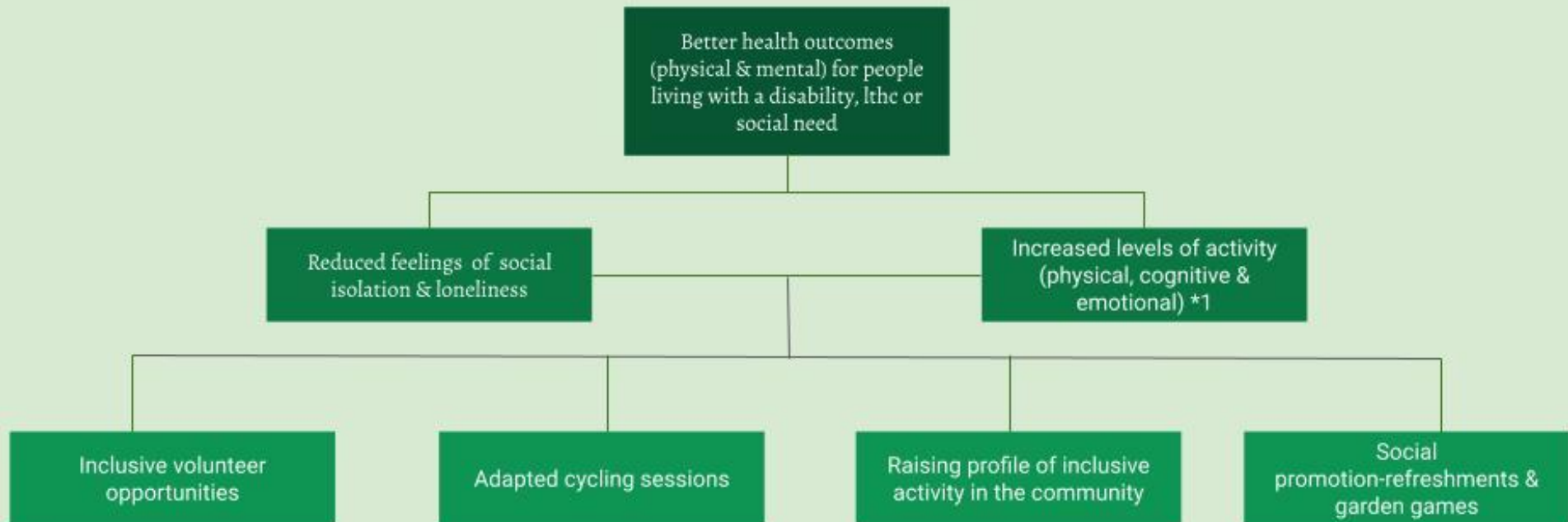
**Development**

**Demonstrate a positive attitude to the development of each other and the organisation**



# Strategic Development CYCALL (Inclusive Cycling) Worthing

## CYCALL - THEORY OF CHANGE



\*1 Live Long Better  
<https://www.livelongerbetter.uk/>

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Targets	What	How	Who	When	KPI	Evidence/Comments
<b>Fundraising (Financial)</b> To remain financially viable To cover core costs To maintain current fleet of bicycles To grow as an organisation (resources)	To apply for grants (see resources)	Apply for grant funding-(repeat & new funders)	MW/JM	See grant tracker for timetable	CYCALL will receive grants to cover core costs. CYCALL will receive grants - session workers, operational costs (repairs/maintenance, insurance, running costs, refreshments)	
	To attend community events (see events calendar)	Attend Worthing Carnival	Team	Ongoing	CYCALL will attend 2 community events	
	Sell donated goods at 2 car boot sales	Broadwater Green Car Boot Sale	Team	Ongoing	£200 will be raised by selling donated goods at car boot sales	
	Monitor income from Square machine/Voluntary donations (cash)	Record donations in Management Accounts	MW	Ongoing	CYCALL will receive +2% donations via Square in 2025	
	Gift Aid Scheme	Promote Gift Aid to CYCALL supporters	Team	April-October	25 supporters of CYCALL will sign GA declaration	
<b>Beneficiaries &amp; Stakeholders</b> CYCALL will increase number and diversity of beneficiaries. (focus: hard to reach). CYCALL will promote the benefits of activity (cognitive, social, physical, emotional).	To reach beneficiaries with a Learning Disability (Mencap-Our Active Community)	Work with Mencap-'Our Active Community' to increase engagement with beneficiaries with a learning disability.	MW	May	Increase by 10% number of beneficiaries with a learning disability	
	Increase sibling attendance	Promote via Social Media & existing organisations:WSX Parent Carer Forum, Reaching Families	MW	Spring	Ongoing	
	To continue to welcome local groups, organisations, SEN schools to CYCALL sessions.	CYCALL sessions.	Team	Ongoing	To welcome existing groups back to CYCALL sessions. (limited capacity for new groups)	
	To engage with Social Prescribers and increase SP referrals	Baseline SP referrals. Email/engage with local SP. Attend SP networks. Visit surgeries.	MW/CDW	May	10 people will attend CYCALL sessions (and continue to attend) via SP. Outcomes will be recorded with baseline and end of course surveys, anecdotal evidence.	
<b>Practices &amp; Procedures</b> CYCALL will be governed in accordance with Charity Commission rules and regulations. CYCALL will be a respected organisation. CYCALL will operate in a safe way. CYCALL will communicate policies and procedures effectively. CYCALL will update policies & procedures in a timely manner.	Review all policies and update with latest guidance-Safety Net, Small Charities Guidance, Charity Commission.	Update policies using most recent guidance (Safety Net/BBC Ch in Need)	MW	January	All policies will be reviewed and updated where necessary. Policies will be communicated to SW, volunteers, Trustees and elsewhere, as appropriate.	
	Review Risk Assessments	Risk Assessments will be reviewed	MW	January	Risk Assesments will be detailed and relevant. RA will be shared with CYCALL team, organisations attending sessions, published on website, shared with A&W Council.	
	Update DBS checks if needed	DBS checks (basic) for new SW & volunteers. Records of reference number and date to be kept in Governance Records	MW	Ongoing	All workforce will have a DBS check dated within 3 years	
	Apply for DBS checks (Induction process-new workforce)	New workforce will apply for Basic DBS check (Safety Net guidance)	HW	Ongoing	All workforce will have a DBS check dated within 3 years	
	Run Safeguarding training for new volunteers/sess workers. Refresher safeguarding training for existing	New workforce will feel confident with safeguarding procedures/protocols.	MW	Ongoing	All workforce will understand the requirements of Safeguarding & Child Protection Policy & Procedures	
<b>Monitoring &amp; Evaluation</b> CYCALL will effectively monitor and report (to stakeholders) on the impact that is a consequence of attending CYCALL sessions. CYCALL will use the M & E to inform the planning of further activities.	Produce an Impact Report	Impact Report to be produced annually. Impact Report to be shared with stakeholders. Impact Report/starts to	MW	January (annually)	Impact report will reflect achievements/challenges/outcomes annually.	
	Revisit Theory of Change	Review Theory of Change	MW	January	Theory of Change will be concise and connect to MAD targets.	
	Set MAD targets	MAD targets will be used as framework for outcomes/evaluation for 2025. (qualitative & quantitative). Feedback & evaluation forms will be used to assess outcomes.	MW	January	CYCALL will measure achievements against MAD targets.	
	Obtain feedback forms from participants	Develop use of whiteboards and creative data collection to measure impact	MW	Ongoing	CYCALL will obtain baseline and end of course data for 80% of participants.	
	Focus groups ; Obtain baseline data and track health/wellbeing progress Over 65's	Complete questionnaires/surveys with focus groups at start of sessions and at conclusion.	All	Ongoing	CYCALL will obtain reliable data on the impact of adapted cycling sessions. (70 % of participants from focus groups)	
<b>Workforce (Volunteers-Blue)</b> <b>Session Workers (Purple)</b> The CYCALL workforce will be effective, respected and experience a positive worklife. The CYCALL workforce will feel 'listened to'. The CYCALL workforce will operate in a safe and considerate manner.	Train Chloe share Management workload with Martine	CDW will shadow MW in administrative tasks and begin to take on new responsibilities. CDW will lead CYCALL sessions.	MW/CDW	Ongoing	Chloe will take on more job descriptions in line with role description.	
	Recruit and Induct 4 session workers	Advertise, train & induct 4 session workers.	MW	February	CYCALL will increase sessions, groups attending and beneficiary numbers (See MAD targets)	
	Develop Appraisal system (session workers)	Self Appraisal/ Appraisal.	MW	May/July/September	Trustees will respond to any issues in a timely manner. Workforce will be effective.	
	Review Volunteer Policy/Volunteer Strategy	Volunteer Policy & Strategy will be relevant and actively implemented.	MW	Feb & ongoing	CYCALL will recruit 2 new volunteers and retain existing volunteers.	

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	Develop opportunities for informal/formal volunteer discussions	Attend CW Volunteer Forum. Informal get togethers of volunteers. Appraisals. Volunteer Meetings. Volunteer rewards. Volunteer Thanksgiving. AGM.	MW	Ongoing - June	Volunteers will feel valued and supported. (Questionnaire in June) Birthday celebrations	
	Develop system of volunteer appraisal	Embrace Vision For Volunteering <a href="https://www.visionforvolunteering.org.uk/">https://www.visionforvolunteering.org.uk/</a>	MW	Ongoing (May, July, Sept)	Volunteers will feel valued and supported. (Questionnaire in June)	
	Volunteer Induction	All new volunteers will undergo Induction Process.	MW	Ongoing	Volunteers will deliver safe and high quality CYCALL sessions.	
	Encourage workforce to become Dementia Friends	Organise Dementia Friends session for volunteers (Chesham House?)	All	March	New volunteers will become Dementia Friends. CYCALL will raise profile of being a Dementia Friendly organisation.	
	Extend formal training opportunities (First Aid/Wheels For All, Makaton)	CDW to progress through Makaton training levels. <u>Wheels 4 All training session. Inclusion training</u>	All	Ongoing	CDW to become competent at Makaton. Makaton to be used at sessions. All workforce to receive Wheels 4 All/Matt training.	
	Increase volunteer numbers with focus on volunteering opportunities for young adults with learning disabilities	Engage with Mencap to offer volunteering opportunities 'Our Active Community'	MW	March	The team will continue to support MENCAP volunteer	
<b>Resources (Site)</b> The 'CYCALL' area will be a pleasant, calm, natural space. Areas for contemplation will be provided.	Development of CHUB	Source and purchase sensory equipment for CHUB. (CIL funding £4000 remaining)	JM & team	November 2024	CYCALL will have a new welcoming space (office/sensory space/hub)	
	Continue to develop 'CYCALL garden' and wildlife habitats	More wildlife habitats. Bee friendly planting. Vegetable planting.	All	Spring	The CYCALL garden and wildlife area will be enjoyed by all park users.	
<b>Resources (Equipment)</b>	Mobile Hoist	Share widely availability of hoist	MW	Spring	The CYCALL hoist will be used for those who need assistance.	
	Take delivery of new Tomcat 'Dragon'	Laura LEJOG fundraising efforts	RW	Spring	CYCALL will increase fleet of bikes and maintain value of assets.	
	Service of bikes	All bikes to be serviced and well maintained. Records of maintenance & technical issues to be kept up to date. Repairs to be carried out in a timely manner. Matt to run maintenance training course. Maintenance checks to be completed /recorded at each session.	All & MS & Tomcat	Ongoing	Bike repairs and maintenance will be carried out regularly and records will be kept up to date. Matt to provide basic bike maintenance training. Bikes will be safe to use.	
<b>Engagement</b> CYCALL will be a well respected organisation and participate in the local community contributing positively. CYCALL will consolidate existing partnerships and create new	To consolidate existing partnerships (Mencap-Volunteering)	Organise sessions for local organisations. Communicate volunteering opportunities to local organisations.	All	Ongoing	CYCALL will recruit 1 new volunteers from hard to reach groups of people by removing barriers to volunteering. (Mencap-LD)	
	To explore further work with Bikeability	Engage with local Bikeability team/Dr Bike (CYCLING UK)-Matt Shaw	MW	February	Bike confidence sessions?	
	To make presentations to local organisations & schools to raise the profile of CYCALL & the benefits of adapted cycling	Advertise on Social Media & CW etc, that we can make presentations about the work of CYCALL.	MW	Ongoing	CYCALL will make 2 presentations to local groups or schools	
<b>Governance</b> CYCALL will be governed effectively and record keeping will be appropriate and detailed. Policies and procedures will be adhered to and will be used as working documents. Policies, procedures and accounting will be transparent. Accounts will be filed on time and independently examined.	Annual General Meeting	AGM	All	April 2025	CYCALL AGM will be attended by all relevant stakeholders	
	Accounts	Keep accurate and detailed Management Accounts. Prepare and file accounts at the Year End (31/5/25) Send accounts to Independent Examiner (Masters Fuller) Set financial targets for 2025/26. Review and flex budget 3 times throughout Financial Year. Ensure spend is kept within allocated budget.	MW	June/July 2025	Accounts will be Independently Examined and filed with Charities Commission on time. No anomalies will be found.	
	Three Trustees Meetings	3 meetings of Trustees with Chairman's & Treasurers Report & any arising or other business.	MW	April, August November	Trustees will make decisions, plan activities and monitor CYCALL effectively. Trustees and workforce will maintain good communication.	
	Appoint new Chair	Advertise in local networks for a new Chair of Trustees	Trustees	April onwards		
<b>Partnership, Networking &amp; Learning</b> CYCALL will be an organisation of learning, innovation and sharing. We will be receptive to learning from each other and from other organisations. CYCALL will keep up to date with new research and use learning to inform activities.	To attend Networks & Forums: Sport England, Worthing & Adur Older People Networks (Age UK), Sussex Disability Sport Network (Active Sussex), National Association of Social Prescribing Hubs, Worthing Dementia Alliance, Dementia Friendly Worthing, The Health Foundation, Activity Alliance, LLWILL Learning Cohort (Active Sussex), LWB (Active Partnerships), Sported, Mencap-Our Active Community/	Attend and participate fully in existing networks via Zoom and in-person meetings. Sign up to new network meetings which are relevant.	All	Ongoing	CYCALL sessions will evolve to account for new learning. CYCALL will continue to grow as an organisation with fresh ideas and innovation.	

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	2023	2024	2025
<b>Fundraising (Financial)</b>	<ul style="list-style-type: none"> <li>To apply for grants (see resources)</li> <li>Funding for FT manager</li> <li>Funding for artwork (Autumn)</li> <li>To explore corporate fundraising streams</li> <li>To be selected as 'Charity of the Year' by a local organisations/company</li> <li>To attend community events (see events calendar)</li> <li>To undertake street/store collections</li> <li>To run an 'event fundraising' day (Summer)</li> <li>Monitor income from Square machine</li> <li>To sell donated goods at Car Boot sales</li> <li>Gift Aid Scheme</li> </ul>	<ul style="list-style-type: none"> <li>To apply for grants (see resources)</li> <li>To attend community events (see events calendar)</li> <li>To undertake street/store collections</li> <li>To run an 'event fundraising' day (Summer)</li> <li>Monitor income from Square machine</li> <li>To sell donated goods at Car Boot sales</li> <li>To be selected as 'Charity of the Year' by 2 local organisations/company</li> <li>Gift Aid Scheme</li> </ul>	<ul style="list-style-type: none"> <li>To apply for grants (see resources)</li> <li>To attend community events (see events calendar)</li> <li>To undertake street/store collections</li> <li>To run an 'event fundraising' day (Summer)</li> <li>Monitor income from Square machine</li> <li>To sell donated goods at Car Boot sales</li> <li>To be selected as 'Charity of the Year' by 2 local organisations/company</li> <li>Gift Aid Scheme</li> </ul>
<b>Beneficiaries &amp; Stakeholders</b>	<ul style="list-style-type: none"> <li>To run 'specific' sessions for focus groups (hard to reach) e.g. (Focus on mental health &amp; anxiety)</li> <li>To engage with local support groups for specific conditions, e.g. stroke recovery, MS support with the view to groups attending sessions</li> <li>To engage with Social Prescribers and increase SP referrals</li> <li>Baseline for focus groups</li> <li>Baseline for Social Prescribing</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate focus groups sessions -Over 65</li> <li>Set targets for 'specific group' sessions</li> <li>Set targets for SP referrals</li> </ul>	<ul style="list-style-type: none"> <li>Consolidate focus groups sessions -Over 65</li> <li>Set targets for 'specific group' sessions</li> <li>Set targets for SP referrals</li> </ul>
<b>Practices &amp; Procedures</b>	<ul style="list-style-type: none"> <li>Update Safeguarding, Child Protection &amp; H &amp; S Policies</li> <li>Review Risk Assessments (more detailed)</li> <li>Update DBS checks if needed</li> <li>Apply for DBS checks</li> <li>Safeguarding training for new volunteers/sess workers</li> <li>MW &amp; RW update 1st Aid training (&amp; 2)</li> </ul>	<ul style="list-style-type: none"> <li>Review all policies &amp; procedures</li> </ul>	<ul style="list-style-type: none"> <li>Review all policies &amp; procedures</li> </ul>

<b>Monitoring &amp; Evaluation</b>	<p>Revisit Theory of Change  Set MAD targets  Develop M &amp; E strategy with advice from Henry Dorling (Sported) adopting Realist Evaluation Approach  Obtain feedback forms from participants  Develop use of whiteboards and creative data collection to measure impact  Focus groups ; Obtain baseline data and track health/wellbeing progress  Produce an Impact Report</p>	<p>Consolidate M &amp; E learning from Sported  Set MAD targets  Produce an Impact Report</p>	<p>Review M &amp; E  Set MAD targets  Produce and Impact Report</p>
<b>Workforce</b>	<p>Train Holly - Assistant Manager (volunteer manager)  Funding for full time manager  Review Volunteer Policy/Volunteer Strategy  Attend CW Volunteer Forum  Embrace Vision for Volunteering  Volunteer Induction  Develop system of volunteer appraisal      Develop opportunities for informal/formal volunteer discussions  Increase volunteer numbers with focus on volunteering opportunities for young adults with learning disabilities  Develop support system for volunteers  Recruit and Induct 2 session workers  Extend formal training opportunities (First Aid/Wheels For All, Makaton)  Encourage workforce to become Dementia Friends</p>	<p>Embed volunteer appraisal system  Holly to take on more responsibility  Full time Manager</p>	
<b>Resources (Site)</b>	<p>Improve appearance of containers with 'natural wrap'  Continue to develop 'CYCALL garden' and wildlife habitats</p>	<p>Paint containers</p>	
<b>Resources (Equipment)</b>	<p>Service of bikes      Sensory equipment</p>	<p>Service of bikes  Replace 'Derek' Fun To Go</p>	<p>Service of bikes      Repalce Wheelchair Transporter</p>
<b>Engagement</b>	<p>To consolidate existing partnerships (Mencap-Volunteering)      Engage with Co-op as a local cause  Take part in WMHAW  To explore further work with Bikeability  To run Big Bike Revival sessions (Cyclo Analysis)  To engage with local TV &amp; radio to raise profile</p>	<p>Develop new relationships with community partners</p>	<p>Develop new relationships with community partners</p>

<b>Governance</b>	Annual General Meeting (7.10.23) 3 x Trustees Meetings Appoint 1 new Trustee Re-appoint founding Trustees	Annual General Meeting 3 x Trustees Meetings Appoint 1 new Trustee	Annual General Meeting 3 x Trustees Meetings
<b>Partnership, Learning &amp; Engagement</b>	To attend Networks & Forums: Sport England, Worthing & Adur Older People Networks (Age UK) , Sussex Disability Sport Network (Active Sussex), National Association of Social Prescribing Hubs, Worthing Dementia Alliance, Dementia Friendly Worthing, The Health Foundation, Activity Alliance, LLWILL Learning Cohort (Active Sussex). LWB (Active Partnerships), Sported	To attend Networks & Forums: Sport England, Worthing & Adur Older People Networks (Age UK) , Sussex Disability Sport Network (Active Sussex), National Association of Social Prescribing Hubs, Worthing Dementia Alliance, Dementia Friendly Worthing, The Health Foundation, Activity Alliance, LLWILL Learning Cohort (Active Sussex). LWB (Active Partnerships), Sported	To attend Networks & Forums: Sport England, Worthing & Adur Older People Networks (Age UK) , Sussex Disability Sport Network (Active Sussex), National Association of Social Prescribing Hubs, Worthing Dementia Alliance, Dementia Friendly Worthing, The Health Foundation, Activity Alliance, LLWILL Learning Cohort (Active Sussex). LWB (Active Partnerships), Sported