



# Club Development Framework

 CYCLING  
IRELAND

“The Club Framework Document is to help support all our Cycling Clubs with key areas of club development and review their current club operations. The Cycling Ireland Regional Development Officers will support all clubs in the areas to ensure good practice and identify key steps for long term sustainability and get more people enjoying cycling”.



## CLUB DEVELOPMENT FRAMEWORK CYCLING IRELAND

Cycling in Ireland is committed to putting clubs at the centre of everything we do. The link between health & wellbeing and cycling to the people is more of a focus than ever before and is clearly outlined in the Cycling Ireland Strategic Plan 2020-2024 and its vision of Ireland, an island enriched by cycling.

This plan influences the way that Cycling Ireland deliver our cycling activity, delivered under 3 key pillars: Participate, Perform and Enable.

Cycling clubs are at the heart of each of these 3 areas. Therefore, our main focus is to support all our cycling clubs in implementing an inclusive and supportive philosophy, structure and activities to facilitate the development of their members and the club to be the best that they can be.

## WHAT IS THE CLUB DEVELOPMENT FRAMEWORK?

This Club Development Framework has been developed to support our work with cycling clubs and to enable cycling clubs to review their current operations, and where they choose and to identify steps they can take to further develop in their own time.

The success of the Cycling in Ireland in recent years has been built on the strength of its cycling clubs and their people and Cycling Ireland are fully committed to ensuring all clubs and individuals continue to be resourced, and have the assistance they require, to continue the great work that has been started.

## HOW DO WE USE IT?

The Club Development Framework is designed to be a guidance document and can be used by cycling clubs in whichever way they see fit to support them and enables all clubs to review their operations across 6 key areas of their club's business:

1. Effective Club Management.
2. Inclusivity.
3. Quality Coaching and Competition.
4. Safeguarding Members.
5. Community Engagement.
6. Creating a Safe Environment.

Whilst these 6 key areas are not exhaustive, they are designed to share good practice, encourage innovation and new ways of thinking, and most importantly ensure all cycling clubs operate safely.

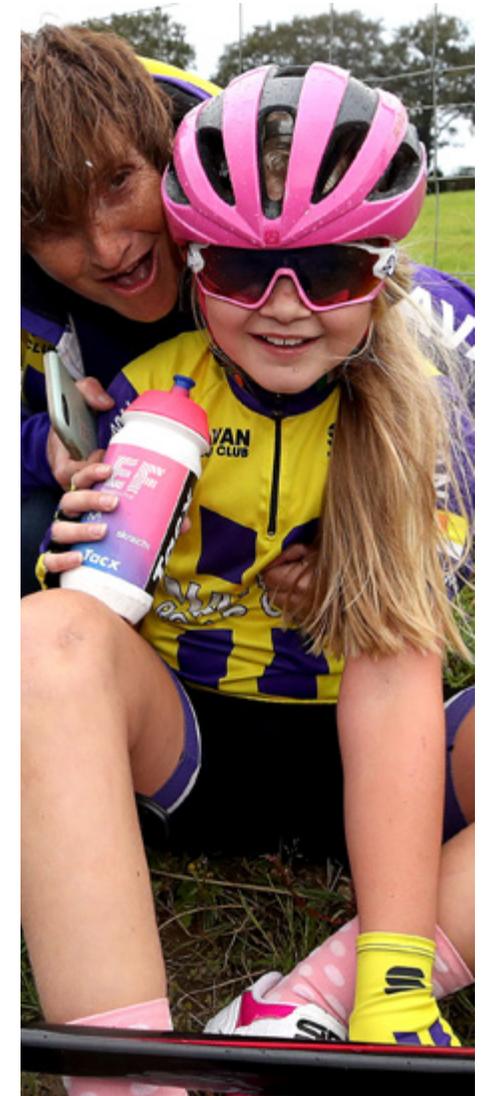
The Club Self-Assessment system, which is provided by Cycling Ireland for all member clubs, will support cycling clubs to complete their review of the 6 key areas and access appropriate resources, and identify and monitor progress of key actions using templates and plans provided.

As we continue our work with all cycling clubs, Cycling Ireland will evolve the framework to ensure it remains a useful tool for all our cycling clubs.

Cycling Ireland are actively working to give your club access to further resources, workshops and support from the dedicated teams in: Club Development, Events, Safeguarding, Membership and Coach Education. We are developing in this area all the time to offer our clubs as much support as we can and hope to make this a major area for development as we move forward.

## HOW TO USE THE CLUB FRAMEWORK:

The Cycling Ireland Club Development Framework is split into six areas and these can be used as the pillars of a cycling clubs development plan.



# CYCLING IRELAND CLUB DEVELOPMENT FRAMEWORK

## EFFECTIVE CLUB MANAGEMENT:

Cycling Clubs are no different to any other organisation. Cycling Ireland are focused on supporting effective clubs, that create and share a vision for their role in the cycling community, then organise their resources to make it happen and:

- Ensure everyone is clear on their role and responsibility and that they are adhered to.
- Have an appropriate legal structure that suits their needs.
- Comply with standards of good governance to mitigate against risk.
- Have strong financial management processes in place.
- Are focused on the quality of the activities they offer.
- Develop and deliver on a clear vision and purpose.
- Take a planned approach to the development of club activities.
- Are clear on how the club work fits within and contributes to their wider community
- Are inclusive open to everyone in the community and aim to attract underrepresented groups and establishing new sections of the club, youth, women.
- Cycling Ireland offer guidelines and support to develop new sections of a club.
- Ensure the wellbeing, safety and protection of all.

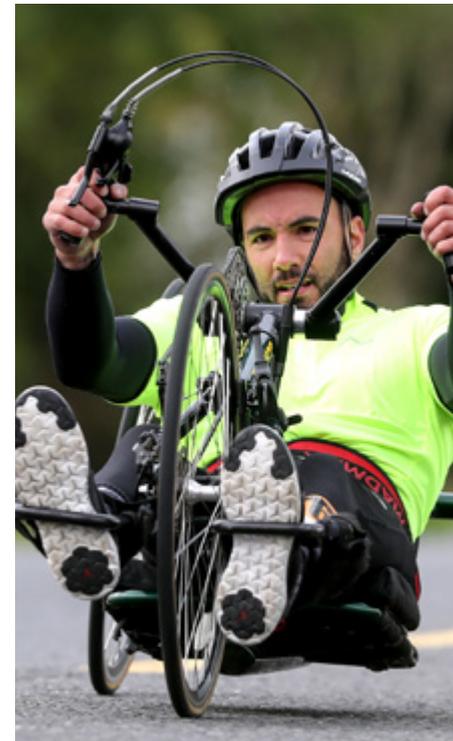
## INCLUSIVITY:

Cycling Ireland are committed to genuine inclusivity and diversity in our organisation and sport. We have made inclusion a pillar of our strategic plan for 2020-2025 and are making concrete steps towards making our organisation and sport more inclusive and diverse. We want to support clubs in making inclusivity a priority, both in what they do and how they do it.

Inclusivity is at the heart of our sport, and Cycling Ireland want to provide a welcome to everyone who wants to take part in our sport. Cycling Ireland want to ensure employees, members or volunteers, are able to participate in the sport and work within the NGB without prejudice

or discrimination, whether intentional or unintentional, direct or indirect against the nine grounds of discrimination. They are gender, race, age, disability, marital status, family status, sexual orientation, religion or membership of the Traveller Community.

- Get in touch with Cycling Ireland to see what supports can be offered to your club in becoming more inclusive and diverse.
- Asking is your club inclusive? What does that mean? How can we be more inclusive? You can get in touch with Cycling Ireland to help on your journey to becoming a really inclusive club.
- Cycling Ireland have a Women in Sport programme, and Bike Like Me that offers a toolkit for your club to develop and support more female members.
- Get in touch with Cycling Ireland and register your interest and expertise in this area, for example if you have a tandem pilot amongst your membership let Cycling Ireland know and they can be added to the Tandem Pilot database.
- Cycling Ireland can put you in touch with your local Disability Sports Officer who can work with you with adaptive bikes.
- The Cycling Ireland Para Commission can also offer help and support in bringing differently abled people into your club.
- Cycling Ireland have a relationship with Sporting Pride in developing LGBTQIA+ participation in the sport, feel free to get in touch with Cycling Ireland on how to support members from these communities.



## QUALITY COACHING AND COMPETITION:

At the heart of our sport and cycling clubs are the skilled and committed people who enable others to take part and progress in cycling. Cycling Ireland are committed to developing these individuals and providing the opportunities that will enhance their ability to help others and:

- Take a planned and inclusive approach to the engagement, development and retention of club volunteers and club coaches.
- Have a committee with the knowledge, skills and behaviours to lead.
- Have coaches/leaders with the correct knowledge, coaching skills and behaviours to meet the needs of those taking part.
- Encourage and support young club members to become leaders and organisers for the next generation



through coach education and volunteering training and opportunities.

- To value and celebrate the contribution of club volunteers and club coaches through our Annual Awards.
- Aim to attract underrepresented club volunteers and club coaches through volunteering and coach education training.
- Aim to attract new event organisers through volunteering and event management education training and mentoring opportunities with current event organisers.

## COMMUNITY ENGAGEMENT:

Great cycling clubs establish strong partnerships with other organisations, collaborating to achieve a better outcome for those taking part. Cycling Ireland are focused on supporting clubs to listen and learn from their communities and adapting to meet their needs and:

- Offer pathways to help new people take part in cycling.
- Cycling Ireland offer all clubs and volunteers opportunities to participate in cycling programmes that they can deliver locally including Cycling Skills, Bike Like Me, Women on Wheels and lots more.
- Work closely in partnership with other sporting and non-sporting organisations to achieve shared objectives.
- Provide opportunities for new people to take part in cycling with “come and try” cycling days.
- Welcome all people to the club and bring the local community together by providing an annual club open day.



## CREATING A SAFE ENVIRONMENT:

We have an exceptional natural environment and a great range of places for cycling activity in Ireland. Cycling Ireland want clubs to make the best use of these places to help people get into cycling and get active and:

- Engage with and understand the facilities and location needs of those taking part and the wider community.
- Are creative and willing to work with other key partners to ensure club facilities and location needs are met in a sustainable way.
- Take a planned and realistic approach to facilities and locations and ensure this is part of the overall club development plan.
- Ensure club services and locations are accessible and appropriate to those taking part and the wider community.
- Cycling Ireland can offer support to your cycling club to complete a risk assessment and training, and guidelines for volunteers on event safety plus other areas applicable with creating a safe environment.

## SAFEGUARDING MEMBERS:

Cycling plays a huge role in so many communities throughout Ireland. Cycling Ireland are focused the contribution that cycling makes and the outputs that it delivers in our communities, as well as talking directly with those that do not currently cycle and:

- Understand club audiences and communicate through the right channels at the right time.
- Work with partners to help promote club activities.
- Provide accessible information about the activities they offer.
- Demonstrate their diversity and inclusion of under-represented groups.
- Identify and share learning and best practice.
- Communicate the club’s vision, purpose, activities, and the impact they have on their community.
- Cycling Ireland can deliver Safeguarding training for your club and volunteers, and help with key documents, resources and advice on this area for your club.

# YOUR CYCLING CLUB SHOULD ASK ITSELF THE FOLLOWING QUESTIONS

## DO WE DO THIS?

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## AND SHOULD WE DO THIS?

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## OR WHY DO WE DO THIS?

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## WHAT DO WE WANT TO ACHIEVE AS A CLUB?

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## WHAT IS OUR PURPOSE?

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Underpinning each of the six key areas, are a number of key steps, key questions and club resources available on Cycling Ireland website that will help in the development of your cycling club.

## WELL ORGANISED:

Cycling Ireland will aim to ensure all cycling clubs are well run and are well supported. If we are to develop world class cycling clubs then we need to develop an understanding of the needs of cycling clubs and in turn, cycling clubs need to understand their members and their local communities.

This evidence-based approach ensures that cycling clubs are developed in line with their members' and local community's needs. Working to achieve the following aims will ensure that cycling clubs are better organised:

### THE SHARED CHALLENGE:

- All cycling clubs will be supported to have a vision and include this as key to any club development plan.
- Where there is demand, new membership sections are established in cycling clubs and are developed and supported equally to current established sections and Cycling Ireland can support this through engagement with their regional staff, delivery of coach education training,

help with establishing a participation programme and further information which is available on our website.

- Cycling clubs focus on the quality of what they offer as well as their membership numbers.
- Cycling Clubs have regular dialogue with, and understand the needs of their members and
- community and use this information to improve club activities.
- Ensure that the appropriate administration and procedures exists within clubs.
- Ensure that all club coaches are allowed to focus on coaching and are supported.
- Everyone with a stake in developing the cycling clubs is clear about their role and responsibility.
- Agreed club guidelines, that link to our various accreditation schemes, need to be established.
- Ensure cycling clubs adopt an appropriate legal status.



**BETTER CONNECTED:**

We know that the bulk of Cycling Clubs in Ireland are volunteer led and run. We also underestimate the role cycling clubs play in delivering sporting and recreational opportunities within their local communities.

Cycling clubs must want to improve and become stronger organisations. Working to achieve the following aims will ensure that clubs are better connected and supported locally:

**THE SHARED CHALLENGE:**

- Ensure that cycling clubs are social places that bring local communities together.
- Cycling clubs should be valued by their local communities.
- Cycling clubs are better connected to the business sector.
- Where applicable cycling clubs are linked to their local schools.
- Where appropriate cycling clubs develop talent and are linked to performance opportunities within Cycling Ireland pathway for talented athletes.

**WELL PROMOTED:**

The promotion and marketing of cycling clubs is often a task that comes down the priority order on a club's to-do list.

Consequently, cycling clubs often have a smaller profile locally and are not widely known in their community.

In order to make cycling clubs more visible locally, Cycling Ireland can help the promotion of cycling clubs within their local communities with training and guidelines to support clubs.

A more visible cycling club will have a stronger community identity/standing and will be better supported by their local community. Working to achieve the following aims will ensure your cycling clubs are better supported at promoting what they offer local communities:

**THE SHARED CHALLENGE:**

- Information on your club activities is easily accessible and available locally, regionally and nationally.
- Cycling Clubs are supported on how to promote their activities.
- Cycling Clubs promote the range of opportunities they offer a community, i.e. Not just participating but also volunteering opportunities, participating in events.
- Good practice in cycling clubs is identified, shared and rewarded.

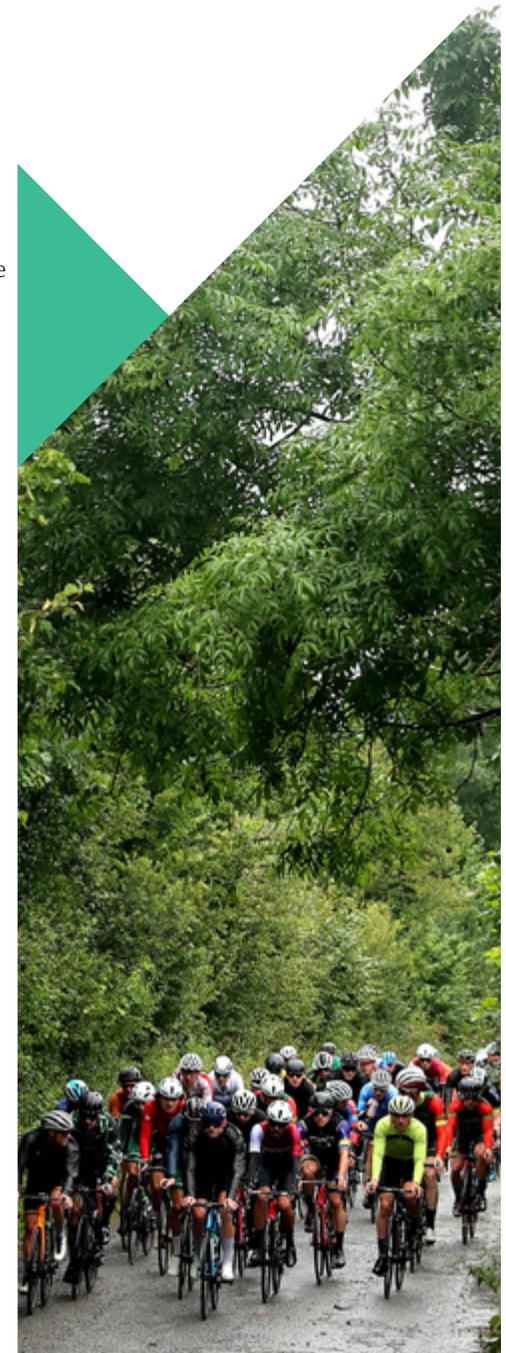
**SUSTAINABLE:**

Cycling Ireland need to ensure that cycling clubs operate in a sustainable way. We are aware that cycling clubs' benefit from investment from key partners, such as Sport Ireland and Sport Northern Ireland, but we are committed to ensuring investment supports cycling clubs to become sustainable rather than dependent.

The following aims will ensure Cycling Ireland are investing in cycling clubs in a sustainable way:

**THE SHARED CHALLENGE:**

- Clubs are focused on developing in a sustainable way.
- Clubs are supported to become self-funding.
- Clubs are supported to attract sponsorship.
- Help is provided to the clubs that want to help themselves.
- Ensure all investment is based upon need and has an impact.
- Make funding for cycling clubs easier to understand and access.
- Priority is given to pro-active well organised cycling clubs with ambition to grow and develop.



## GREAT PEOPLE:

Cycling Ireland know that the best cycling clubs are those with strong leadership, clear plans and the support of committed volunteers.

As well as encouraging more participants, cycling clubs must ensure those volunteering in clubs are supported to be the best they can be.

After all it is people who make cycling clubs fun places to be. Cycling Ireland also need to ensure that existing club leaders and volunteers are supported, and future leaders and volunteers are identified. The following aims will ensure Cycling Ireland are supporting the people who are committed to developing cycling clubs:

### THE SHARED CHALLENGE:

- Empower more people to take on roles in their local cycling club.
- Speak to potential volunteers and ask if they will help and

what they would like to do

- Develop the family ethos within cycling clubs.
- Make sure that the right people are in the right job for them and the club.
- Professionals in sport development help cycling clubs to recruit and support club volunteers.
- Support is provided to develop the people who lead cycling clubs.
- Invest in future volunteers through leadership programmes.
- All people involved in cycling clubs are valued for their work.
- Develop all people involved in cycling clubs.
- Where appropriate, increase the number of paid people working with cycling clubs.

## GREAT PLACES:

It is important that cycling clubs are able to operate in the most appropriate places within their local community.

Cycling is only one part of the jigsaw of sports provision locally, but Cycling Ireland need to ensure that cycling clubs can access the facilities that allow them to grow and develop.

The following aims will ensure that cycling clubs have access to the right places and Cycling Ireland can help your club with these.

### THE SHARED CHALLENGE:

- Support cycling clubs so that they can access facilities at the right time and at the right price for their members.

- Where appropriate support cycling clubs to develop / take ownership of their own facilities.
- Maximise the potential of the school estate for cycling clubs.
- Work together with key partners i.e., your local council, local sports partnership, to develop facility plans that support the development of cycling and clubs.



**SUMMARY:**

This is a hugely significant and exciting time for cycling in Ireland and is clearly outlined in the Cycling Ireland Strategic Plan 2020-2025 and its vision of Ireland, an island enriched by cycling.

Cycling Ireland want cycling clubs to inspire and engage more people in the benefits and joys of Cycling and increase participation.

The Cycling Ireland Club Development Framework provides each cycling club with a common direction to develop as a world class cycling club. Cycling clubs that forge strong partnerships, understand the needs of their members and the wider community, have strong leadership, have enough volunteers and develop their volunteers, operate out of the right places and are valued within their local community.

**For further information on the support Cycling Ireland offer clubs contact your Regional Club Development Officers: <https://www.cyclingireland.ie/clubs/set-up-a-new-club/>**

**SUPPORT AVAILABLE THROUGH OUR REGIONAL CLUB DEVELOPMENT OFFICERS INCLUDES:**

- Identifying and connecting with local key partners and the wider cycling network.
- Cycling for Everyone – club philosophy, growing your cycling club, creating a wider cycling community.
- Coach education workshops, club coaching structure, coach CPD.
- Connecting with other cycling and sports clubs and sharing good practice.
- Governance and safeguarding support.
- How to use the club development framework.
- How to make your club ‘investment ready’ and applying for funding.
- Club Self-Assessment Toolkit.





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