



STRATEGIC PLAN 2020-2024

VISION

An Island Enriched By Cycling

Strategic pillars & purposes:

Participate: We provide opportunities for irish cyclists of all ages & stages to fulfil their aspirations & potential;

Perform: Our cyclists deliver international success to inspire the people of ireland; and

Enable: We create the environment for investment of resources in the development of cycling.

Content

Strategic Pillar One _____	4	Strategic Pillar Two _____	12	Strategic Pillar Three _____	17
1.1: Access & Transition _____	5	2.1: Athlete Centred Performance Focus _____	13	3.1: Governance & Structures _____	18
1.2: Clubs _____	6	2.2: Targeted Talent & Athlete Development _____	14	3.2 People _____	20
1.3: Children & Youth _____	7	2.3: World Class Coaching & Support _____	15	3.3: Communications _____	21
1.4: Women _____	8	2.4: Performance Planning & Management _____	15	3.4: Partnerships _____	22
1.5: Coaching _____	9	2.5: World Class Daily Training Environment _____	16	3.5: Facilities _____	23
1.6: Safety _____	10			3.6 Advocacy _____	24
1.7: Events _____	11			3.7 Education & Training _____	25
				3.8 Finance _____	26



PARTICIPATE

Strategic Pillar One

Deliver the best cycling participation experiences and environment to grow and sustain the number of people cycling in Ireland



Strategic Objective 1.1: Access & Transition

Create the conditions and environment for cyclists of all ages and stages of involvement in cycling to participate in and transition effectively between Cycling Ireland programs, events, clubs and membership

1.1	Key Actions	Delivery Goals	Responsibility	Timeframe
1.1.1	Develop cycling participation opportunities through enhanced programming of access activities from schools to community rides	Delivery of a suite of participation programmes across cycling disciplines to sustain participation growth and numbers of community bike rides	Education & Development Unit (EDU)	Ongoing
1.1.2	Support the development of participation opportunities to enable people of all ages and abilities to access cycling	Development and creation of a Cycling Ireland Participation Framework linking and signposting all participation opportunities and amenities, access and transition points into cycling	EDU	2020
		Island-wide participation opportunities are captured in a searchable online directory	EDU	2022
1.1.3	Develop new opportunities for cyclists with disabilities to have more engagement opportunities with cycling	Partner with Cara and Access NI to develop programmes that facilitate access to cycling and sustained participation	EDU Development Officers (DO) Provinces	Ongoing
1.1.4	Develop island-wide provincial and regional opportunities for people to participate in cycling in a safe environment	Completion of a cycling facilities / amenities audit that will identify provincial/regional centres as focal points for the development of all cycling disciplines	CEO Development Officers Provinces	2022
1.1.5	Continuously enhance the value delivered through Cycling Ireland membership that is integrated and relevant	Growth of membership numbers through attraction of new members and retention of existing members	Membership Team (MT)	Ongoing
		Implementation of Annual Member Insights Survey	Marketing & Communications Manager (MCM)	October Annually



Strategic Objective 1.2: Clubs

Develop the capacity and capability of the club network to support our participation and sport development goals.

1.2	Key Actions	Delivery Goals	Responsibility	Timeframe
1.2.1	Enhance the club environment to foster participation in the sport of cycling through promotion of clubs based on range of activities delivered through clubs	Implement a Club directory system based on which activities clubs provide across different ages and stages, and disciplines of cycling	DOs Provinces	2021
1.2.2	Create a club development framework to guide future development and capacity building activity for clubs to increase participation and the development of the sport of cycling	Development of a club development framework guided by the principles of participation and sport development	EDU DOs Provinces	2022
1.2.3	Development of a club accreditation and quality mark to ensure consistency in operational approach among all cycling clubs	Formulation and Implementation of Club Quality Mark system across all provinces	DOs Provinces	2023



Strategic Objective 1.3: Children & Youth

Development of the pathways and enhanced structures that will increase youth participation in competitive and non-competitive cycling

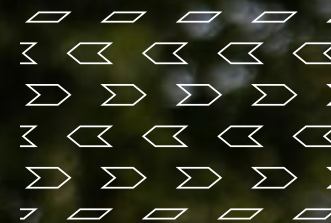
1.3	Key Actions	Delivery Goals	Responsibility	Timeframe
1.3.1	Attract more young people into cycling through enhanced local club structures to cater for children and youth	Increased number of clubs catering for young people interested in becoming involved in cycling	DOs Provinces EDU Safeguarding Officer (SO)	2021 ongoing
1.3.2	Enhance the conversion rates from existing programmes into youth cycling and the pathway for lifelong participation in cycling	Increased transition rates from cycling programmes to clubs with the capacity to cater for young people interested in leisure and competitive cycling	Development Officer/s Provinces EDU SO	2021
1.3.3	Creation of a fit for purpose participation & development structure for Youth Cycling with a focus on fun	Complete review of current structures to inform required changes to improve the effectiveness of youth participation and development	DOs Provinces EDU SO Youth Commission (YC)	2023
1.3.4	Grow our annual junior and youth membership levels across all cycling disciplines	Annual growth in junior and youth membership	MT DOs Provinces EDU SO YC	2021 ongoing
1.3.5	Creating the right environment for young cyclists	Continuous review and enhancement of our safeguarding standards and implementation of child welfare policy and procedures Compliance with Safeguarding NGB Audit	SO	Ongoing Ongoing Annually



Strategic Objective 1.4: Women

Create the cycling opportunities to increase female participation in cycling

1.4	Key Actions	Delivery Goals	Responsibility	Timeframe
1.4.1	Develop the systems and supports to attract greater numbers of women into cycling	Completion of a review of the current cycling environment from club structures, membership, events to competition	WISO Officer (WISO) EDU Womens Commission (WC)	2020
1.4.2	Grow women's life long participation in cycling through targeted Women in Sport programmes for youth and adult cyclists	Delivery of a Women in Sport programme around cycling participation and competitive sport opportunities	WISO EDU WC	2020
1.4.3	Grow the profile of women's cycling	Develop and implement an annual women's cycling media plan to increase the profile of women's participation in cycling	WISO EDU WC MCM	2020
1.4.4	Enhance the governance of cycling in Ireland with a visible increase in the involvement of women in governance and management roles	Work with the Women's Commission to achieve mutual targets and ensure appropriate female representation on the Board/commissions of our national governing body	Board WISO EDU WC	2021
1.4.5	Grow the levels of access to coaching for women cyclists across all cycling disciplines	Annual increase in the number of cycling coaches and leaders with a dedicated female focus	WISO EDU	2021



Strategic Objective 1.5: Coaching

Enhance the capability of qualified and active coaches across the island to support the development of cycling

1.5	Key Actions	Delivery Goals	Responsibility	Timeframe
1.5.1	Enhance the role of coaching through all our structures to reflect its importance and role in growing participation and performance	Increase the number of active coaches in our clubs and commissions network	EDU Commissions	2021
1.5.2	Refine the coaching model to be relevant to all cyclists and disciplines and aligned with sport best practice	Develop a coaching framework to map all coaching requirements. Enhance the content of all coaching courses to reflect the needs of all audiences Devise and implement a coaching and delivery plan	EDU	2022
1.5.3	Access to coach education	Increased level of qualified coaches and coaches accessing coach education across cycling disciplines	EDU	Ongoing
1.5.4	Increase the level of support to our coaches, recognising their role in the development of cyclist	Enhanced access to coach support and resources and development of monthly recognition system for coaching excellence	EDU	2024



Strategic Objective 1.6: Safety

Contributing to the enhancement of Ireland as a safe and encouraging environment for cycling

1.6	Key Actions	Delivery Goals	Responsibility	Timeframe
1.6.1	Appoint a Safety Working Group as sub-committee of Cycling Ireland to increase focus on safety	Deliver a safety code of practice approach to guide our approach to cycling safety that includes compliance for all Cycling Ireland sanctioned events across all disciplines	Events Officer (EO) DOs MCM	2020
		Advance Moto Marshals/Escort Group Developments and develop a position and practice for event road closures	EO Safety Working Group (SWG)	2022
1.6.2	Continuously monitor and enhance our safety standards	Enhance event safety planning through standardised safety plans, development quality assurance around event plans and development of a safety rating system	EO	2021
1.6.3	Expansion of Safety Education and Training delivery	Delivery of new Safety Education and Training Programmes in areas such as marshal training, event safety awareness supported by new forums for discussing safety e.g. cycle safety seminars	EO EDU	2022
1.6.4	Enhancement of the Event Safety Officer Programme	Expansion of the Event Safety Officer Programme to account for ongoing focus around safety	EO	2024
1.6.5	Work to continuously provide a fit for purpose insurance offering for our members across all disciplines	Deliver our safety ambition to provide insurer confidence in cycling and strive towards non-increasing insurance premiums through a collective approach to safety	CEO EO	Ongoing



Strategic Objective 1.7: Events

Enhance the quality and choice of events across all cycling disciplines to support annual participation growth

1.7	Key Actions	Delivery Goals	Responsibility	Timeframe
1.7.1	Development of an accessible event programme that accommodates all cyclists regardless of age, ability	Annual calendar of competitive and non-competitive events to cater for participation across a variety of disciplines and categories	EO CEO MCM	Ongoing
1.7.2	Support the delivery of events across all cycling disciplines	Maximising our cycling disciplines to deliver a broad range of events from National Championships, National Series, Leisure Series, BMX, MTB and Youth (age appropriate, competitive and non-competitive)	EO MCM	Ongoing
1.7.3	Development of an island-wide framework to monitor current event provision	Delivery of national events framework that acts as a platform for event quality development across all disciplines	EO	2021
1.7.4	Develop an international event hosting strategy	Develop the processes and practices for CI to host, fund and/or facilitate the running of international events in Ireland to develop Ireland as an international cycling venue and raise the profile of Ireland as an island of cyclists	EO CEO/Board	2021
1.7.5	Ensure events delivered are of a high-quality standard and recognised through a rating and endorsement system	<p>Delivery of an event quality model to include enhanced event quality endorsement, event development process and creation of a coherent event branding approach to distinguish the quality of events and visibility of the CI Brand</p> <p>Explore the creation of an event system based on coveted contestable events to host premium events across all disciplines</p>	EO MCM	2022
1.7.6	Enhanced event registration systems	Progress all events to adopt the Cycling Ireland online registration	EO DOs MT	Competitive Events all online 2020 with all CI sanctioned events online by 2021/2



PERFORM

Strategic Pillar Two

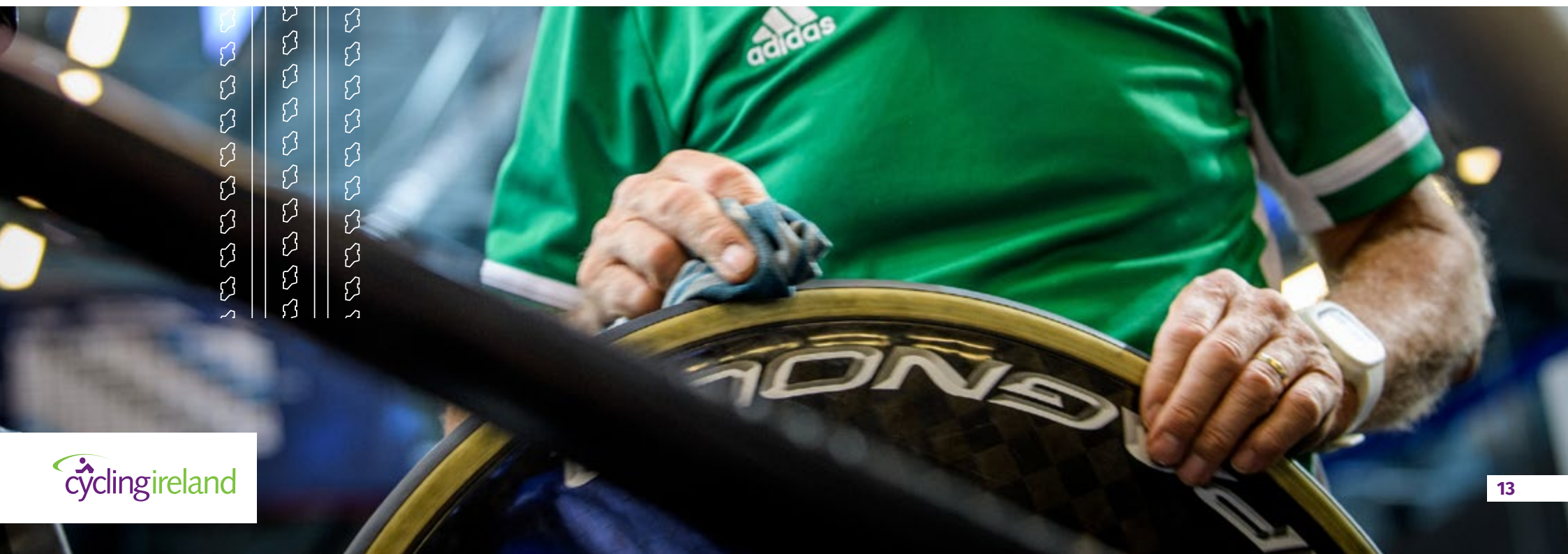
Deliver athlete success through the structures and resources required to win medals for Ireland



Strategic Objective 2.1: Athlete Centred Performance Focus

Develop our High Performance environment producing world class cyclists and paracyclists supported by our network of partners

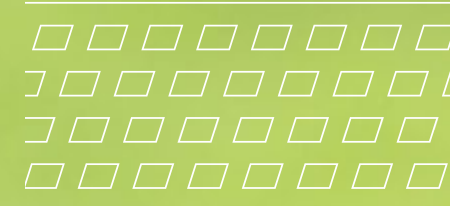
2.1	Key Actions	Delivery Goals	Responsibility	Timeframe
2.1.1	Development of a transparent High Performance system that will produce world class male and female riders via an environment focused on long term success goals supported by a High Performance network with all key funding and sport science service partners	Implementation of a reviewed High Performance plan for 2021-2024 for adoption by all internal and external stakeholders	High Performance Unit (HPU)	2021-2
		Delivery of a Cycling Ireland High Performance sub committee (HPC) for Cycling and Paracycling	Board	2020
		Implementation of a stakeholder network communications programme with key funding and service stakeholders central to High Performance development increasing information and knowledge sharing	CEO/Board MCM	2020



Strategic Objective 2.2: Targeted Talent & Athlete Development

Creation of a youth talent identification process supported by a pathway for female and male riders

2.2	Key Actions	Delivery Goals	Responsibility	Timeframe
2.2.1	Creation of a visible Cycling and Paracycling High Performance pathway for all athletes communicated to all national coaches	<p>Structured Pathway communications plan developed and communicated to all national coaches through Talent and HP resources</p> <p>Development of a youth talent plan focused on talent development in conjunction with Head Coach, Talent Coach and High Performance Committee</p> <p>Creation of structured links between domestic talent base, national and domestic club coaches and the Cycling Ireland High Performance system</p>	HPU Commissions	2020
2.2.2	Development of a High Performance pathway for Offroad and BMX to consistently develop World and Olympic podium standard athletes	<p>Implementation of Structured pathway for BMX and Offroad</p> <p>Increased numbers of high performance Offroad and BMX athletes on world stage</p>	<p>HPU OffRoad Commission BMX Commission</p> <p>HPU Off Road Commission BMX Commission</p>	<p>2021</p> <p>2022</p>



Strategic Objective 2.3: World Class Coaching & Support

Develop World Class Coaching & Supports to enhance the coaching environment across road, track, off road and BMX disciplines to nurture the next generation of elite cyclists

2.3	Key Actions	Delivery Goals	Responsibility	Timeframe
2.3.1	Development of fit for purpose coaching structures and systems	Review of coach requirements and support/recognition systems	HPU EDU	Ongoing
		Development and implementation of “Coach to Perform” level coaching courses across cycling disciplines	HPU EDU	2024
2.3.2	Development of fit for purpose HP cycling support team structures	Review of mechanic, soigneur, DS and team manager requirements and support/recognition systems	HPU HPC	2021
		Development and implementation of a clear and transparent approach to allocation of support staff to enhance performance	HPU HPC	2022

Strategic Objective 2.4: Performance Planning & Management

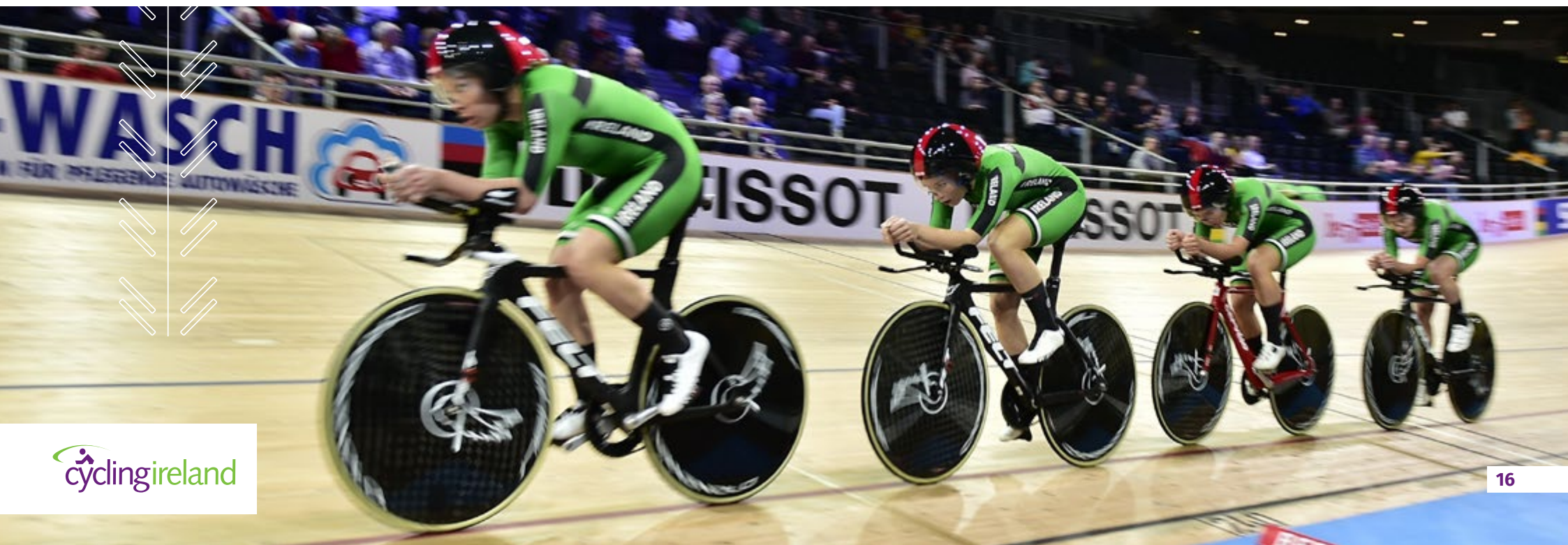
Enhance the operational structures for all Cycling and Paracycling High Performance activity

2.4	Key Actions	Delivery Goals	Responsibility	Timeframe
2.4.1	Development of a long term High Performance plan to create a pathway to international success in major competitions for our all athletes	Review and deliver enhanced High Performance structures and resources for cycling and paracycling aligned with a long term vision for cycling	HPU	2021
		Complete Tokyo 2020/1 Review to achieve the above	CEO/Board	2021
		Develop a systematic planning approach through agreed High Performance parameters with our key partners targeting Olympic, World, European and Commonwealth events	HPU	2021

Strategic Objective 2.5: World Class Daily Training Environment

Develop a new approach for our High Performance pathways based on the new opportunities provided by the new National Velodrome to create a world class training environment.

2.5	Key Actions	Delivery Goals	Responsibility	Timeframe
2.5.1	Ensure all carded athletes are supported in a daily training environment that enhances their training and preparation, and opportunity to perform	Each carded athlete is provided with coaching and sport science support and reports satisfaction with the support they receive from Cycling Ireland	HPU	2021
2.5.2	Align High Performance planning and structures to maximise the national velodrome resources with international training centres	<p>Devise a strategic plan to leverage the National Velodrome as a transformational resource for cycling incorporating facility user, programming, sport science and coach development</p> <p>Develop and implement a transition strategy that ensures a clear and transparent approach to the current training base in Majorca</p> <p>Examine the talent pathway management resources required to maximise the potential of the Velodrome to introduce new talent to cycling and paracycling</p>	<p>HPU CEO Track Commission</p> <p>HPU</p> <p>HPU CEO Track Commission</p>	<p>2022</p> <p>2022</p> <p>2023</p>



ENABLERS FOR SUCCESS

Strategic Pillar Three

Enhance and manage the foundations for sustained success that will support the growth of cycling across the island



Strategic Objective 3.1: Governance & Structures

Ensuring transparency in our sport supported by fit for purpose Governance model and organisational structures to deliver our strategic objectives

3.1	Key Actions	Delivery Goals	Responsibility	Timeframe
3.1.1	Compliance with the CVC Governance Code to ensure Cycling Ireland is regarded as a best practice national governing body	Deliver a revised Cycling Ireland constitution	Board/CEO	2020
		Cycling Ireland is compliant with the Sport Ireland led Governance Code by 2021	Board/CEO	2021
3.1.2	Cycling Ireland responds to the challenges provided by the Covid-19 pandemic in 2020 and makes positive steps to protect and safeguard the organisation through and beyond the period	Compilation of a comprehensive report that identifies and assesses the implications of the Covid-19 pandemic and related issues for Cycling Ireland	Board/CEO	2020
		An Action Plan detailing a series of responses to Covid-19 issues (as per the above) is developed and implemented	Board/CEO	2020/2021
3.1.3	Maximise the effectiveness of the Board of Cycling Ireland to provide leadership for cycling in Ireland	Implementation of a structured annual workplan approach	Board	2020
		Development of appropriate Board sub-committees to deliver the objectives of Cycling Ireland Strategy	Board	2020
		Continuous monitoring and revision of risk management and auditing systems to ensure compliance across all activities	Board	Ongoing
		Development of a succession planning model to ensure continuity in Board expertise	Board	2021
3.1.4	Development of a clear, transparent and well-structured Commissions model	Update the terms of reference for our Commissions to define clarity of roles and responsibilities	Board	2021
		Deliver a best practice model for the operations of all Board sub-committees (provinces, commissions)	Board	2022



3.1	Key Actions	Delivery Goals	Responsibility	Timeframe
3.1.5	Employ a best practice policy implementation approach	Enhanced procedures and policies to deliver best practice in the areas of Anti-Doping and Safeguarding ensuring all activity is fully Sport Ireland and Sport NI compliant	Board/CEO	Ongoing
		Cycling Ireland is viewed by its stakeholders as a best practice NGB	Board/CEO	2023
3.1.6	Undertake a governance audit of Cycling Ireland to continuously focus on best practice approaches	Completion of internal governance audit by 2023	Board	2023



Strategic Objective 3.2 People

Maximising the capacity of our team to grow participation levels and support high our high performance ambitions.

3.2	Key Actions	Delivery Goals	Responsibility	Timeframe
3.2.1	Develop a Volunteer Strategy to support the delivery of Cycling Ireland objectives through our volunteer base, recognising the supports required to enable volunteers contribute to cycling development	Delivery of a Cycling Ireland Volunteer Strategy and framework detailing terms of reference and role descriptors for volunteers, maximising the effectiveness of our volunteer base	CEO	2021
3.2.2	Implementation of a Cycling Ireland Volunteers programme	Delivery of an annual volunteers programme designed to increase the number of volunteers and enhance the capacity of our volunteers to meet the needs of our cyclists at all ages and stages	CEO	2022
		Support the volunteers programme through a proactive approach to volunteer recruitment, retention and training and recognising the role of volunteers	CEO	2023
3.2.3	Develop our human resources capacity to enhance cycling in Ireland	Ensure Cycling Ireland develops the capacity to deliver on the strategic pillars of Participation and Performance	CEO / Board	2020
		Invest in our employees through continuous programme of training and development to ensure staff reach their potential	CEO	Ongoing
		Deliver the conditions to attract and retain quality employees across all areas of Cycling Ireland	CEO	Ongoing
3.2.4	Develop and support club officers in their important role of promoting and providing cycling to members	Effectively deploy development officer/s* to deliver the club development framework approach	CEO Provinces	2021



Strategic Objective 3.3: Communications

Achieve new levels of communication with our cycling community and stakeholders

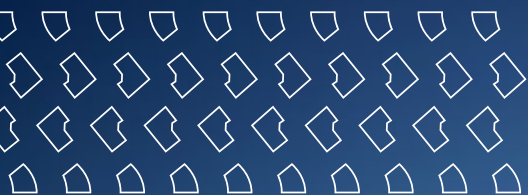
3.3	Key Actions	Delivery Goals	Responsibility	Timeframe
3.3.1	Develop a new brand identity and strategy for Cycling Ireland	Delivery of brand process to include brand review and organisational rebrand to reflect the ambition for Cycling Ireland	MCM	2020
3.3.2	Enhance our communications delivery	Development of a new Cycling Ireland communications strategy to reflect our multi-stakeholder and membership base	MCM	2020
		The Cycling Ireland communications strategy is viewed as best practice across the NGB sector	MCM	2023
3.3.3	Enhance the marketing and promotion of Cycling Ireland activities to maximise the investment in our funded programmes	Development of marketing framework to activate Cycling Ireland funded programmes supported by the creation of a marketing toolkit to be adopted by all stakeholders	MCM	2021
3.3.4	Support our clubs in their marketing and communications activity	Develop a marketing toolkit to support clubs in their activity to attract and retain members through club activity, reflecting alignment with the Cycling Ireland brand	MCM DO Provinces	2022
3.3.5	Enhance our communications channels to become fit for purpose	Development of all online channels to align with a new organisation website	MCM	2020



Strategic Objective 3.4: Partnerships

Work with our external stakeholders to maximise and sustain the resources, skills and ambition to develop cycling

3.4	Key Actions	Delivery Goals	Responsibility	Timeframe
3.4.1	Maximise the potential of our strategic partnerships	Review of all service level agreements and memos of understanding to focus all partner activity to align to mutually fulfil our strategic ambition	CEO/MCM	2020
3.4.2	Deliver on national sports policy goals associated with cycling	Maximise the return on public investment in cycling through continuous impact evaluation to retain funding programmes and grow the revenue base	CEO	Ongoing
3.4.3	Develop our national community partnerships	Create the structures to engage with local communities through Local Sports Partnerships and Local Authorities in activity that grows and sustains participation in cycling	CEO	2021
3.4.4	Examine areas for new partnership development	Develop a partnership framework that identifies potential partnerships where Cycling Ireland can support cycling related activity	CEO/MCM	2022



Strategic Objective 3.5: Facilities

Adopt a partnership approach to grow cycling participation opportunities through the network of cycling amenities and dedicated cycling facilities.

3.5	Key Actions	Delivery Goals	Responsibility	Timeframe
3.5.1	Maximise the potential for Cycling Ireland of the new National Velodrome	Prepare a strategic plan for the use of the National Velodrome as a key asset for performance, participation, youth and community development	HPU/CEO Track Commission	2021
3.5.2	Create the structures to deliver the best Velodrome experience for our cyclists	Develop an operational approach to create the capacity to manage the growth in activity in the National Velodrome	HPU/CEO Track Commission	2022
3.5.3	Provide support via promotion and advocacy for island-wide cycling facilities across disciplines that increase access opportunities for cycling	Completion of an island-wide cycling facilities audit supported by a framework to grow cycling participation across appropriate facilities	CEO	2020
		Island-wide cycling facilities are captured in a searchable online directory	CEO	2022



Strategic Objective 3.6 Advocacy

Contribute to the collective approach to enhance Ireland as a safe cycling environment

3.6	Key Actions	Delivery Goals	Responsibility	Timeframe
3.6.1	Develop a partnership approach to advocacy and promotion of cycling as a safe recreational and transport activity	Develop an advocacy partnership framework to partner with key stakeholders who share a common vision for creating a safe cycling environment	MCM	2021
		Develop a Memo of Understanding between all advocacy partners to clarify roles and responsibilities under a partnership framework	CEO	2021
3.6.2	Deliver the Get Ireland Cycling strategy	Agree delivery requirements, targets and adopt the appropriate implementation approach	CEO DOs	2020-Ongoing
3.6.3	Develop a coherent Cycling Ireland Advocacy Plan	Deliver a defined Cycling Ireland position in consultation with stakeholders that contribute to national advocacy activity, avoids duplication and gains political support	CEO	2021
3.6.4	Support cycling standards development	Work with the RSA to contribute to the continuous development of road safety standards to impact positively on cyclist safety	CEO/EDU	2024



Strategic Objective 3.7 Education & Training

Deliver the coach education and range of training supports required across all disciplines to enhance the participation opportunities in cycling

3.7	Key Actions	Delivery Goals	Responsibility	Timeframe
3.7.1	Prioritisation of enhanced Cycling Ireland coach development programmes	Development of a coach education officer role to deliver an increased level of coaching programme annually	EDU	2021
		Increased resources to deliver the coaching model required to foster participation and performance in all cycling disciplines	EDU	2021
3.7.2	Enhanced training for our Officials	Review and refinement of the training approach for Commissaires	EDU College of Commissaires	2022
3.7.3	Providing training for safety and event quality	Deliver a marshals training programme for adoption by event organisers	EDU EM	2021
3.7.4	Maintaining and enhancing our safeguarding standards	Delivery of safeguarding training to support our club's requirements	SO EDU	Ongoing
3.7.5	Deliver a best in class approach to all governance structures	Create a new governance training model to support clubs and provincial committees to exceed expected governance standards	EDU CEO/Board	2022
3.7.6	Ensure members have access to rider education to improve their knowledge of cycling skills	Examine new communications platforms to deliver Rider Education	EDU	2022
		Support coach development to ensure cyclists of all ages and stages have access to appropriate levels of coaching	EDU	2021



Strategic Objective 3.8 Finance

Ensure prudent financial management and prioritised investment aligned to our strategic objectives

3.8	Key Actions	Delivery Goals	Responsibility	Timeframe
3.8.1	Develop our commercial sponsorship base	Create a sponsorship strategy supported by a sponsorship management programme to maximise and sustain the objectives for Cycling Ireland and our commercial partners	MCM	2020
3.8.2	Develop new streams of investment into cycling	Examine the potential additional non-public and commercial revenue sources to support cycling growth eg philanthropy	MCM/CEO Board	2023

Footnote

* RE Development Officers: You will note throughout the above, and specifically referenced at 3.2.4, many mentions of Development Officers. At the time of publication, Cycling Ireland has Development Officers employed only in Ulster and Leinster. Therefore, throughout this document, any reference to Development Officers is to these staff and their corresponding jurisdictions only, until such times within the life of this plan, as additional resources/capacity for other regions can be achieved.



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