The development of a new Strategic Plan is designed to support the continued success of cycling over the next five years. The input of the membership of Cycling Ireland and its key stakeholders in the process of developing the new strategic direction has ensured a focus on the development of the sport from grassroots to elite levels addressing the core issues important to our membership.
I am honoured and excited to be at the helm of Cycling Ireland as we steer the organisation on a path to become one of the leading sporting organisations in the country over the next five years. Our ambition is to build on the huge growth and interest in cycling across all disciplines, reflected in historically high membership numbers and capitalise on the fantastic success our cyclists have enjoyed on the national and international stage. We aim to grow our organisation to meet the future needs of members, funding partners and the sport of cycling.

The new five year Strategic Plan is based on the feedback received from Cycling Ireland members and stakeholders. It reflects cycling’s unique position as a competitive sport, a lifelong healthy activity and mode of transport. The plan proposes a range of new initiatives in the areas of advocacy for cycling and sport development, to drive the growth and sustainability of Leisure, Women, BMX and Off-Road cycling in the coming years. We currently punch “way above our weight” on the world track and road stage and our goal is to build similar High Performance structures across all cycling disciplines.

The Strategic Plan includes a commitment to the highest levels of sport governance across the whole organisation from the Board, Provincial Executives, Commissions and Clubs. We will look to secure the necessary resources to provide guidance and support to members at all levels from commuters and those who cycle as a pastime, competitors, Olympic and Paralympic athletes. Within the lifetime of the plan we are committed to developing Ireland’s first indoor Velodrome and developing BMX and Off-Road tracks in every province.

We will strongly promote cycling participation with a strong focus on youth development while accommodating everyone from those on the coffee run to club races, Masters, Women and Paracyclists to commuters and podium athletes. The bike is for life and Cycling Ireland’s ambition is to be the national resource for cycling. This will focus us on setting safety standards, event regulation to lobbying Government and state agencies for facilities, infrastructure and the regulations necessary for a safe cycling environment.

I want to particularly acknowledge the volunteers who week in and week out keep the show on the road. Thank you to all who inputted or contributed in any way to our strategy development. I call on you all to continue your interest, passion and support as we implement this challenging and exciting plan in the next five years. I am confident that working together we will achieve our strategic goals designed to progress the sport of cycling to the next level.

Yours in Cycling,

Denis Toomey
President, Cycling Ireland
Cycling Ireland is the governing body responsible for the sport of cycling in Ireland. The development of a new strategic plan is designed to support the continued success of cycling over the next five years. The input of the membership of Cycling Ireland and its key stakeholders in the process of developing the strategic direction for cycling has ensured a focus on the development of the sport from grassroots to elite levels while addressing the core issues that are important to our membership.

Since the launch of the preceding strategic plan in 2009, membership of Cycling Ireland has grown from 5,600 to 23,000 in 2014. The network of clubs throughout the country has also grown from 174 to 398. Cycling is enjoying a boom time in every facet of our society from leisure numbers participating in the sport, commuters cycling to work while we have enjoyed success on the European and World stages with our elite cyclists. Our vision for cycling over the next five years is to ensure we sustain that success and growth of cycling through structured development pathways for cyclists of all abilities to take part in the sport and transform Ireland into a cycling nation.
The previous Cycling Ireland five year Strategic Plan (2009-2014) has laid the platform for the development of cycling through a focus on the themes of: Cycling for all, Improve performance, Clear communications, Governance, Resource development and Membership development. Each strategic theme has delivered on its objectives from the increase in coaching and high performance personnel, European, World and Paralympic success on track and road, membership and club growth, investment in new communications systems and the unprecedented national interest in cycling.
MEDALS WON AT WORLD AND EUROPEAN EVENTS BETWEEN 2010 - 2014

CYCLING IRELAND MEMBERSHIP

- 2,000 members in 1980
- 23,000 members in 2014
- 620% increase in membership in the past 10 years

Key Events:
- 1987: Roche TDF win
- 1998: TDF Dublin
- 2008: Bike to Work Scheme
- 2014: Giro d'Italia

CYCLING IRELAND COACHING PROGRAMMES 2010-2015

- 2010
- 2011
- 2012
- 2013
- 2014
- 2015

Pathway to Cycling Excellence
The development of the Strategic Plan for Cycling Ireland 2015-2019 was facilitated by W2 Consulting who engaged in a programme of consultation with internal and external stakeholders that included the Strategic Plan Steering Group, Board and Staff of Cycling Ireland, Cycling Ireland members, National Governing Bodies (NGB’s), service providers, state agencies and commercial partners.

A series of public consultation meetings were conducted across all provinces. These workshop sessions included the presentation of the results from the member’s survey that generated 2,466 valid responses. Further engagement was conducted through a series of one to one meetings, discussion groups, telephone interviews and an online survey conducted among all Cycling Ireland Commissions.
Cycling has been a sport and leisure pursuit in Ireland since the invention of the bicycle in the nineteenth century. During the late nineteenth and early twentieth centuries, a number of clubs were formed in the larger towns and cities of Ireland to facilitate racing and organised cycling activities. Following on from the development of these clubs, three main controlling bodies came into existence in Ireland, the National Cycling Association (NCA), the Irish Cycling Federation (ICF) and the Northern Ireland Cycling Federation (NICF).

In 1978, a tripartite agreement was signed between the three controlling bodies, the NCA, the ICF and the NICF which gave equal representation to each party. Due to new international regulations, specifying that only one governing body should be in place for cycling in each country, the Federation of Irish Cyclists was formed. In 1998, a decision was made to change the name to the Irish Cycling Federation, which now operates as “Cycling Ireland”. Cycling Ireland is a company limited by guarantee and is governed by an elected Board of Directors.
PATHWAY FOR CYCLING

Cycling Ireland provides a Development Framework that will take people through a staged process from beginner to experienced participant across all disciplines depending on their interest, talent and ability.
VISION 2020:

Cycling Ireland is the leading contributor of medals at World, Olympic and Paralympic levels whilst delivering sustained growth across all cycling disciplines and increased use of the bike across society.
3.1 VISION, VALUES AND AMBITION

**VISION 2020**
Cycling Ireland is the leading contributor of medals at World, Olympic and Paralympic levels while ensuring sustained growth across all cycling disciplines and increased use of the bike across society.

**VALUES**

- **LEADERSHIP**
  Provide leadership for all stakeholders in the sport of cycling.

- **ADVOCACY**
  A strong voice for the vision of cycling in Ireland.

- **PERFORMANCE**
  Honesty in performance at all levels, on and off the bike within Cycling Ireland.

- **SUPPORT**
  Develop a supportive culture for cycling from grassroots to high performance.

**AMBITIONS**

- Cycling will be the most popular recreational activity in Ireland.
- Sustained development of club cyclists through Cycling Ireland Long Term Athlete Development model.
- Cycling will be Ireland’s most successful Olympic & Paralympic sport in Tokyo 2020.
- Membership will grow to 40,000 cyclists to include a 100% growth in youth membership by 2019.
- 60% of Cycling Ireland funding will be earned from non-government sources by 2019.
- Cycling Ireland will be the recognised and respected voice promoting cycling in a safe and supportive environment.

**STRATEGIC PILLARS**

- SPORT DEVELOPMENT
- HIGH PERFORMANCE
- GOVERNANCE
- LEISURE
- ADVOCACY
- COMMERCIAL
3.2 STRATEGIC GOALS

SPORT DEVELOPMENT
Strengthens the existing structures for the development of all cycling disciplines through the implementation of the Cycling Ireland Long Term Athlete Development model supported by enhanced club coaching systems and facility development.

HIGH PERFORMANCE
Creation of a world class High Performance environment for athletes enabling cycling to become Ireland’s most successful World, Olympic and Paralympic sport.

LEISURE
Promote cycling as a lifelong activity through the continued development of leisure membership of Cycling Ireland.

COMMERCIAL
Development of a well-funded model to underwrite the costs of developing the sport of cycling and securing international competitive success.

GOVERNANCE
Create efficient and effective governance structures to deliver the new ambition for all cycling disciplines in Ireland.

ADVOCACY
Cycling Ireland will be recognised for its role in the promotion of cycling as a safe and enjoyable recreational and transport activity.
3.3  
STRATEGIC OBJECTIVES AND DELIVERY

SPORT DEVELOPMENT:

Strengthen the existing structures for the development of all cycling disciplines through the implementation of the Cycling Ireland Long Term Athlete Development model supported by enhanced club coaching systems and facility development.
STRATEGIC OBJECTIVES

1. Implementation of the Cycling Ireland Long Term Athlete Development model to support the development of cycling as a lifelong activity.

2. Delivery of an enhanced coach education pathway that provides access to higher level qualifications for coaches across all cycling disciplines.

3. Development of a club accreditation model that supports cycling clubs in their development of cycling.

4. Development of a wider youth participation base through the introduction of cycling to new audiences in a non-competitive environment.

5. Increase the number of sport specific facilities for Indoor Track, Off Road and BMX and accredit network of existing cycling facilities nationwide.

6. Expand the national coaching structures that will facilitate the growth of talent in Women’s Cycling, Off Road and BMX in line with other disciplines.

KEY SUCCESS MEASUREMENTS

- Secure an indoor Velodrome and development of new BMX tracks and Off Road facilities in every province.

- Delivery of new coaching standards for all disciplines to support the implementation of the Cycling Ireland Long Term Athlete Development model.

- Creation of licensed Regional Development Centres in each province approved through a Cycling Ireland quality mark system that will be used as regional training and coaching hubs for all cycling disciplines.

See also Appendix 1 page 37 for further details.
HIGH PERFORMANCE:

Creation of a world class High Performance environment for athletes enabling cycling to become Ireland’s most successful World, Olympic and Paralympic sport.
STRATEGIC OBJECTIVES

1. Development of a transparent High Performance system that will produce world class male and female riders focused on Road and Track to 2020 supported by a High Performance network of funding and service partners.

2. Creation of a coach led High Performance pathway for male and female athletes with resource priority allocated to Track and Road for Rio 2016 and Tokyo 2020 Olympics and Paralympics.


4. Creation of Paracycling development approach to widen the national Paracycling participant and talent base.

5. Creation of structured links between domestic talent base, national and domestic club coaches and the Cycling Ireland High Performance system.

KEY SUCCESS MEASUREMENTS

- Creation of a new Cycling Ireland High Performance committee with external expertise to focus on delivery of World, Olympic and Paralympic success supporting the continuous development of World Class High Performance and Talent ID systems.

- Increased level of activity and throughput from the Youth Academy focused on talent development for boys and girls in conjunction with Cycling Ireland coaching staff, talent coaches and High Performance Committee.

- Increase Paracycling participant and talent programme numbers supported by consistent inclusion in national cycling events to heighten the profile of the sport.

- Develop a structured pathway for BMX and MTB to develop talent programmes that will lead to inclusion in future High Performance programmes.

See also Appendix 1 page 39 for further details.
LEISURE:

Promote cycling as a lifelong activity through the continued development of leisure membership of Cycling Ireland.
STRATEGIC OBJECTIVES

1. Increase the focus on the leisure cycling segment within Cycling Ireland to continue membership growth and retention.

2. Develop Women’s cycling with specific focus on supporting an increase in women’s participation levels.

3. Partnership with Government agencies to position cycling as a core activity in the delivery of national health and activity programmes.

4. Create a Membership Service focused approach with increased support and additional benefits of being a member of cycling’s national body.

5. Support the growth of leisure cycling and participation across all disciplines through the development of a funding model for leisure cycling.

KEY SUCCESS MEASUREMENTS

- Re-establishment of the Leisure Commission.

- Creation and implementation of a Cycling Ireland Membership Service Charter supported by dedicated Cycling Ireland resources and systems that will focus on growing the leisure membership base.

- Implementation of a membership retention strategy that will reduce annual leisure membership churn by 50% each year.

- Ensure the quality of Cycling Ireland leisure event standards for members through the development of an event regulation and standards system.

See also Appendix 1 page 41 for further details
COMMERCIAL:

Development of a well-funded model to underwrite the costs of developing the sport of cycling and securing international competitive success.
STRATEGIC OBJECTIVES

1. Development of a coherent approach to Cycling Ireland event promotion and event licencing for competitive and leisure events.

2. Development of a brand and communications programme for Cycling Ireland.

3. Raise the profile of Cycling Ireland across all its constituent audiences through all available media and member resources.

4. Maximise the commercial sponsorship opportunity presented by the growth in cycling across all disciplines.

5. Create new funding models to support the development of cycling activity across all disciplines in High Performance, competitive and leisure categories.

KEY SUCCESS MEASUREMENTS

- Creation of an independent commercial advisory board with external expertise to generate commercial opportunities for Cycling Ireland to support the development of cycling across all disciplines.

- Development of a new leisure event licencing model that will be re-invested in regional coaching resourcing and development programmes.

- Development of a sponsorship asset programme to attract sponsorship partners for Cycling Ireland programmes, teams and activity.

- Creation of Public Relations, Commercial and Brand strategy for Cycling Ireland delivered through a dedicated resource to generate sustained profile and identify future commercial opportunities.

See also Appendix 1 page 43 for further details
GOVERNANCE:

Create efficient and effective governance structures to deliver the new ambition for all disciplines of cycling in Ireland.
STRATEGIC OBJECTIVES

1. Expansion of Cycling Ireland Board governance to demonstrate leadership for the sport of cycling with clearly defined pathways through Commissions and Provincial governance structures.

2. Creation of a well-structured and supported Commissions model with clear roles and responsibilities and terms of reference.

3. Creation of a governance model that enables all provincial boards to operate on a common platform based on compliance to Board, funding and governance guidelines.

4. Development of club governance systems to reflect growth in new club development.

5. Development of a volunteer and communications strategy for all Provincial Boards and Commissions within Cycling Ireland.

KEY SUCCESS MEASUREMENTS

- Appointment of a Cycling Ireland Board representative to engage with each Commission supported by biannual meetings with nominated Cycling Ireland staff.

- Development of a new club mark system that will provide clear club governance structures for application across all member clubs.

- Creation of a volunteer model and awards that incentivises and rewards people for their contribution to the development of the sport of cycling.

- Implementation of a Commission and Provincial Governance structure aligned with Irish Sports Council guidance on the Governance Code operating on defined Terms of Reference and funding compliance.

See also Appendix 1 page 45 for further details.
ADVOCACY:

Cycling Ireland will be recognised for its role in the promotion of cycling as a safe and enjoyable recreational and transport activity.
STRATEGIC OBJECTIVES

1. Cycling Ireland will be acknowledged as the voice of cycling in Ireland through its advocacy and lobbying role in the area of safety, facilities and legislation.

2. Cycling Ireland will support the creation of a structured national lobbying alliance with key agency and voluntary partners.

3. Cycling Ireland will partner with government agencies to influence driver behavioural change towards cyclist safety and influence the acceptance of cycling across all aspects of society (transport, health, recreation).

4. Cycling Ireland will work in partnership with external agencies in enhancing Off Road cycling infrastructure development throughout the country.

KEY SUCCESS MEASUREMENTS

- Creation of a structured national lobbying alliance with key national and local partners to provide regular commentary through dedicated Cycling Ireland road safety communications resources.

- Work with government agencies to deliver driver behavioural change through driver education, inclusion in licence testing and recognition of rights of the cyclist and peloton.

- Work in partnership with external agencies such as Coillte and Local Authorities in enhancing Off Road and local cycling infrastructure development.

See also Appendix 1 page 47 for further details
The development of cycling over the course of this five year plan will be resourced through further investment in key staff and support roles. Within the timeframe of the 2015-2019 Strategic Plan, the following roles have been identified as central to sustaining the growth and development of cycling.

These include:
- Regional Development Officer in each province.
- Cycling Ireland Education Programmes Officer.
- PR & Communications Executive to increase the profile of the sport and visibility of Cycling Ireland.
- Leisure Cycling resource to focus on the leisure segment, commercial partner management and development of commercial opportunities.
- Part time coaching roles to supplement the work of the BMX, Women and Off Road Commissions and Youth Academy.

In addition to the proposed recruitment of future development and support staff, Cycling Ireland will continue to work with government agencies to support key Cycling Ireland roles in the areas of safety, health through sports participation and cycling education development programmes.
The Board of Cycling Ireland recognise the contribution of volunteers in the growth of the sport of cycling. Similar to all sports, volunteers remain the lifeblood of cycling at every level from governance of the sport, to the operation of clubs and nurturing future talent. Over the course of the delivery of the 2015 – 2019 Strategic Plan, Cycling Ireland will develop a volunteer programme that will recognise the efforts of volunteers ensuring continuous support for their involvement in the ongoing development of cycling in Ireland.
3.6 MEASUREMENT AND REVIEW

The success of the 2015 – 2019 Plan will be underpinned by close monitoring of the goals and ambitions stated throughout the Plan. The Board and staff of Cycling Ireland will deliver a measurement and review approach under the following key areas through a peer review model and the creation of new review systems that will inform the continued investment in time and resources to develop cycling.

<table>
<thead>
<tr>
<th>Strategic Plan 2015-2019 Delivery Measurement</th>
<th>Undertake an annual strategy performance assessment across the six strategic pillars within the plan, conducted by a peer reviewed group to include internal and external stakeholders providing direct feedback to the Board of Cycling Ireland.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitoring of Performance</td>
<td>Allocation of the oversight of all strategic pillars to nominated board members for ongoing monitoring and feedback to the Board and staff of Cycling Ireland.</td>
</tr>
<tr>
<td>Commissions &amp; Provincial Boards</td>
<td>Creation and measurement of new communications structures designed to establish effective working partnerships across all areas of governance supported by biannual engagement.</td>
</tr>
<tr>
<td>Irish Cycling Performance Monitor</td>
<td>Creation of a national cycling monitor and core statistics to act as central resource for development and advocacy of cycling.</td>
</tr>
<tr>
<td>High Performance</td>
<td>Annual High Performance engagement programme with key stakeholders and service providers.</td>
</tr>
</tbody>
</table>
APPENDIX 1:

STRATEGIC DELIVERY APPROACH
Strengthen the existing structures for the development of all cycling disciplines through the implementation of the Cycling Ireland Long Term Athlete Development model supported by enhanced club coaching systems and facility development.

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>DELIVERY GOALS</th>
<th>RESPONSIBILITY</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Adoption of the Cycling Ireland Long Term Athlete Development model to support</td>
<td>Rollout and implementation of LTAD model throughout all disciplines</td>
<td>Education</td>
<td>2015</td>
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<tr>
<td>the development of cycling as a lifelong activity while providing the structure</td>
<td></td>
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<tr>
<td>for cyclists across all disciplines to advance within the sport.</td>
<td></td>
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<tr>
<td>2 Delivery of an enhanced coach education pathway that provides access to higher</td>
<td>Development of Coaching Level 2 and 3 Accreditation for Club Road and Track</td>
<td>Education</td>
<td>2015-2017</td>
</tr>
<tr>
<td>level qualifications for coaches across all cycling disciplines.</td>
<td>coaches and Level 1 Accreditation for BMX and MTB.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 Development of a club accreditation model that supports cycling clubs who</td>
<td>Creation of a Club Mark - Quality &amp; Governance system</td>
<td>Education/</td>
<td>2016</td>
</tr>
<tr>
<td>contribute to the sustained development of cycling.</td>
<td></td>
<td>Operations</td>
<td></td>
</tr>
<tr>
<td>STRATEGIC OBJECTIVES</td>
<td>DELIVERY GOALS</td>
<td>RESPONSIBILITY</td>
<td>TIMEFRAME</td>
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</tr>
<tr>
<td>4 Development of a wider youth participation base through the introduction of cycling to new audiences in a non-competitive environment.</td>
<td>Expand the Youth Academy structure to facilitate the growth of cycling within schools, Local Sports Partnerships and clubs.</td>
<td>Youth Academy</td>
<td>2015-2016</td>
</tr>
<tr>
<td></td>
<td>Increase Cycling Ireland club youth membership by 100% by 2019.</td>
<td>Youth Academy</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>Development of a national bike proficiency model for roll out across all schools.</td>
<td>Programmes</td>
<td>2016-2017</td>
</tr>
<tr>
<td></td>
<td>Development of a national BMX participation model based on introducing cycling skills and participation in a safe and structured environment.</td>
<td>BMX Commission/Programmes</td>
<td>2015-2016</td>
</tr>
<tr>
<td>5 Increase national provision of sport specific facilities for Indoor Track, Off Road and BMX while developing a national network of existing cycling facilities.</td>
<td>Creation of licensed Regional Development Centres to provide provincial training and coaching hubs for all cycling disciplines</td>
<td>Operations</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>Secure an indoor Velodrome, new BMX tracks throughout all provinces and increased level of Off Road facilities</td>
<td>Operations</td>
<td>2019</td>
</tr>
<tr>
<td>6 Create a national coaching structure that will facilitate the growth of talent within Women’s cycling and Off Road and BMX.</td>
<td>Creation of a Regional Development Officer structure to focus on Youth, Women and Club development</td>
<td>Coach Education</td>
<td>2015-2016</td>
</tr>
</tbody>
</table>
**HIGH PERFORMANCE**

Creation of a world class High Performance environment for athletes enabling cycling to become Ireland’s most successful World, Olympic and Paralympic sport.

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>DELIVERY GOALS</th>
<th>RESPONSIBILITY</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Development of a transparent High Performance system that will produce world class male and female riders in a process driven environment focused on Road and Track to 2020 supported by a High Performance network with all key funding and sport science service partners.</td>
<td>Implementation of a reviewed High Performance plan for adoption by all internal and external stakeholders</td>
<td>HP/TD</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Delivery of a Cycling Ireland High Performance committee</td>
<td>HP/TD</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Implementation of a stakeholder and partnership network communications programme with key funding and service stakeholders central to High Performance development increasing information and knowledge sharing.</td>
<td>HP/TD</td>
<td>2015</td>
</tr>
<tr>
<td>2 Creation of a visible High Performance pathway for male and female athletes communicated to all national coaches with resource and funding priority allocated to Track and Road for Rio 2016 and Tokyo 2020 Olympics and Paralympics.</td>
<td>Structured Pathway communications plan developed and communicated to all national coaches through Talent and HP resources</td>
<td>HP/Coaching</td>
<td>2015</td>
</tr>
<tr>
<td>STRATEGIC OBJECTIVES</td>
<td>DELIVERY GOALS</td>
<td>RESPONSIBILITY</td>
<td>TIMEFRAME</td>
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<tr>
<td>3 Development of a High Performance pathway for MTB and BMX to consistently develop World and Olympic podium standard athletes.</td>
<td>Implementation of Structured pathway for BMX and MTB</td>
<td>HP/TD/Commissions</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>Increased numbers of high performance MTB and BMX athletes on world stage</td>
<td>HP/TD/Commissions</td>
<td>2019</td>
</tr>
<tr>
<td>4 Creation of Paracycling development approach to widen the national Paracycling participant and talent base.</td>
<td>Development plan to target talent and alignment with key national events</td>
<td>Paracycling Commission/HP</td>
<td>2015</td>
</tr>
<tr>
<td>5 Creation of structured links between domestic talent base, national and domestic club coaches and the Cycling Ireland High Performance system.</td>
<td>Adoption of a Talent Expert role to work with clubs and the Youth Academy to create a wider talent base for development squads</td>
<td>HP/Coaching</td>
<td>2016-2016</td>
</tr>
<tr>
<td></td>
<td>Development of plan around Youth Academy focused on talent development for boys and girls in conjunction with Head Coach, Talent Coach and High Performance Committee</td>
<td>HP/Coaching/Youth Academy</td>
<td>2015</td>
</tr>
</tbody>
</table>
LEISURE

Promote cycling as a lifelong activity through the continued development of leisure membership of Cycling Ireland

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>DELIVERY GOALS</th>
<th>RESPONSIBILITY</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Increase the focus on the leisure cycling segment within Cycling Ireland to continue membership growth and retention.</td>
<td>Re-establishment of the Leisure Cycling commission focused on membership engagement and feedback as a mechanism to grow and retain membership levels.</td>
<td>CI Board</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Provision of a dedicated resource to facilitate the roll out of programmes that will foster membership development in the leisure segment including Bike For Life, Gearing Up Road and Off Road.</td>
<td>Coach Education</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>Ensure the quality of leisure event standards for members through the development of an event regulation system.</td>
<td>Operations</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>Reduce the annual leisure membership fall off by 50% each year.</td>
<td>Operations</td>
<td>2019</td>
</tr>
<tr>
<td>STRATEGIC OBJECTIVES</td>
<td>DELIVERY GOALS</td>
<td>RESPONSIBILITY</td>
<td>TIMEFRAME</td>
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<td>------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>2  Develop Women’s cycling with specific focus on supporting an increase in women’s participation levels.</td>
<td>Development of Women specific events to increase women’s participation levels with a national delivery partner.</td>
<td>Programmes/Leisure</td>
<td>2016</td>
</tr>
<tr>
<td>3  Partnership with Government agencies to position cycling as a core activity in the delivery of national health and activity programmes.</td>
<td>Alliance with Healthy Ireland and Smarter Travel programmes.</td>
<td>Coach Education</td>
<td>2015-2019</td>
</tr>
<tr>
<td>4  Development of a Membership Service focused approach through increased levels of support and associated benefits of being a member of cycling’s national body.</td>
<td>Implementation of Cycling Ireland Membership Service Charter supported by dedicated resources and new systems focusing on the leisure membership base.</td>
<td>Operations</td>
<td>2015</td>
</tr>
<tr>
<td>5  Support the growth of leisure cycling and participation across all disciplines through the development of a funding model for leisure cycling.</td>
<td>Development of Cycling Ireland event licence fee model for accredited leisure events.</td>
<td>Operations/CEO</td>
<td>2016</td>
</tr>
</tbody>
</table>
Development of a well-funded model to underwrite the costs of developing the sport of cycling and securing international competitive success.

<table>
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<tr>
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<th>DELIVERY GOALS</th>
<th>RESPONSIBILITY</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Development of a coherent approach to Cycling Ireland event promotion and event licencing for competitive and leisure events.</td>
<td>Development of a Cycling Ireland event licencing model applied to all future leisure and competitive events based on event audit and quality model and licence fee generation.</td>
<td>Operations/Commercial</td>
<td>2016</td>
</tr>
<tr>
<td>2  Development of brand and communications programme for Cycling Ireland.</td>
<td>Creation of a brand visibility programme for Cycling Ireland at national competitive and key leisure events with standardised merchandising and corporate visual identity resources.</td>
<td>Commercial/PR</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Implementation of Cycling Ireland logo brand application guidelines for the compulsory use of national governing body brand across all approved events, club clothing and teams.</td>
<td>Operations</td>
<td>2016</td>
</tr>
<tr>
<td>STRATEGIC OBJECTIVES</td>
<td>DELIVERY GOALS</td>
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<td>3 Raise the profile of Cycling Ireland across all its constituent audiences through all available media and member resources.</td>
<td>Creation of annual Public Relations plan and brand strategy for Cycling Ireland</td>
<td>PR</td>
<td>2016 - 2019</td>
</tr>
<tr>
<td>4 Maximise the commercial sponsorship opportunity presented by the growth in cycling across all disciplines.</td>
<td>Development of sponsorship asset programming to target sponsorship partners for Cycling Ireland programmes, teams and activity.</td>
<td>Commercial</td>
<td>2015 - 2019</td>
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<td></td>
<td>Sustained engagement process with all local cycling networks from city bike schemes to local bike shops</td>
<td>Commercial</td>
<td>2015 - 2019</td>
</tr>
<tr>
<td>5 Create new funding models to support the development of cycling activity across all disciplines in High Performance, competitive and leisure categories</td>
<td>Undertake the operation of selected participation events to resource cycling programmes and coaching activity.</td>
<td>Commercial/Operations</td>
<td>2016</td>
</tr>
</tbody>
</table>
Create efficient and effective governance structures to deliver the new ambition for all cycling disciplines in Ireland.

<table>
<thead>
<tr>
<th>STRATEGIC OBJECTIVES</th>
<th>DELIVERY GOALS</th>
<th>RESPONSIBILITY</th>
<th>TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Development of Cycling Ireland Board governance to demonstrate leadership for the sport of cycling with clearly defined pathways through Commissions and provincial governance structures aligned with representation for all disciplines.</td>
<td>Development of a pathway structure that supports the progression of volunteers through provincial boards and commissions to national Board level</td>
<td>Board</td>
<td>2015 - 2017</td>
</tr>
<tr>
<td><strong>2</strong> Creation of a well-structured and supported Commissions model with clear roles and responsibilities and terms of reference.</td>
<td>Appointment of a Cycling Ireland Board representative to engage with each Commission supported by biannual meetings with nominated Cycling Ireland staff.</td>
<td>Board</td>
<td>2015</td>
</tr>
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<td></td>
<td>Development of internal communications strategy delivered by an internal PR resource for all boards within Cycling Ireland for information and knowledge sharing.</td>
<td>PR</td>
<td>2015</td>
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<tr>
<td>3 Creation of a governance model that enables all provincial boards to operate on a common platform based on compliance to funding and governance guidelines.</td>
<td>Implementation of a Commission and Provincial Governance model aligned with Irish Sports Council guidance on the Governance Code operated around defined Terms of Reference performance and funding compliance.</td>
<td>Operations</td>
<td>2015</td>
</tr>
<tr>
<td>4 Development of club governance systems to reflect growth in new club development.</td>
<td>Development of a new club mark system that will provide clear club governance structures for application across all member clubs.</td>
<td>Operations</td>
<td>2016</td>
</tr>
<tr>
<td>5 Development of a volunteer and communications strategy for all Provincial Boards and Commissions within Cycling Ireland.</td>
<td>Creation of a volunteer model and awards system that attracts and rewards people for their contribution to the development of the sport of cycling.</td>
<td>Commercial/Operations</td>
<td>2015-2016</td>
</tr>
</tbody>
</table>
Cycling Ireland will be recognised for its role in the promotion of cycling as a safe and enjoyable recreational and transport activity.

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<tbody>
<tr>
<td>1 Cycling Ireland will be acknowledged as the voice of cycling in Ireland through its advocacy and lobbying role in the area of safety, facilities and legislation.</td>
<td>Work with government agencies to deliver driver behavioural change through driver education and inclusion in licence testing and recognition of the rights of the cyclist and peloton.</td>
<td>CEO/Safety/PR</td>
<td>2015-2019</td>
</tr>
<tr>
<td>2 Cycling Ireland will support the creation of a structured national lobbying alliance with key agency and voluntary partners.</td>
<td>Creation of a structured national lobbying alliance with key national and local partners to provide regular commentary through dedicated Cycling Ireland road safety communications resources.</td>
<td>CEO/Safety/PR</td>
<td>2015-2019</td>
</tr>
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<tr>
<td>3 Cycling Ireland will partner with government agencies to influence driver behavioural change towards cyclist safety on the road and influence the acceptance of cycling across all aspects of society (transport, health, recreation).</td>
<td>Undertake a cycling safety monitor and evaluation role in partnership with key agencies for road safety.</td>
<td>Safety/PR</td>
<td>2015-2019</td>
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<td></td>
<td>Creation of joint road safety communications programme with key agencies such as the RSA through development of bike proficiency programme in schools.</td>
<td>Education/Programmes/PR</td>
<td>2015-2019</td>
</tr>
<tr>
<td></td>
<td>Work with Government departments and agencies to affect the normalisation of cycling across all elements of society (transport, Healthy Ireland) in joint campaigns.</td>
<td>Safety/PR</td>
<td>2015-2019</td>
</tr>
<tr>
<td>4 Cycling Ireland will work in partnership with external agencies in enhancing Off Road cycling infrastructure development throughout the country.</td>
<td>Work in partnership with external agencies such as Coillte and Local Authorities in enhancing Off Road and local cycling infrastructure development.</td>
<td>CEO/Commissions</td>
<td>2015-2019</td>
</tr>
</tbody>
</table>
The Board of Cycling Ireland would like to thank the following for their input and contribution to the strategic planning process.

- Membership of Cycling Ireland
- Cycling Ireland Commissions
- Irish Sport Council
- Olympic Council of Ireland
- Paralympics Ireland
- Irish Institute of Sport
- Department of Transport, Tourism and Sport
- Sport Campus Ireland
- Federation of Irish Sport
- Coaching Ireland
- Sport Northern Ireland
- SKODA
- An Post
- Staff of Cycling Ireland
- Strategic Plan Steering Group
- W2 Consulting

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