



**British Cycling**  
*East Midlands region*  
Our strategic plan 2022 - 2025







*Lead our sport*



*Inspire our communities*





# Our Purpose

*“Lead our sport, inspire our communities”*

# Our Principles

*Communities first, Governing with integrity,  
Building for the future, Always inclusive, Lead  
champion cheer*

# Our Values

*Passion, Unity, Innovation, Integrity*

# Strategic priorities





# Where are we now & Where do we want to be by 2025

Priority	KPI Measure	2019 Baseline	2022 Baseline	2023 Target	2025 Target
Growing Communities	# of Affiliated Clubs	144	154	169	184
	# of affiliated Go-Ride Clubs	28	29	40	60
	Total affiliated Club Membership	9214	9380	10000	11500
	Membership % penetration	46%	43%	50%	55%
	Membership	9888	8760	9500	11500
	Female Membership %	17%	16.7%	18%	22%
	Female Race Entry %	19.1%	20%	20%	30%
	U18 Race Entries	Data TBC			
	# of Events	424	205	340	400
	Event Throughput	31025	18498	25000	32000
	# Go-Race events	Data TBC			
Engage the Next Generation	U14 Club Membership	N/A	1018	1125	1350
	U18 Club Membership	N/A	1480	1600	1800
	U18 Membership penetration %	N/A	44%	50%	60%
	No of Go-Ride Races	169	62	150	200
	Go-Ride Race Entries	2972	1410	2000	3000
Cycling for Everyone	# of Coaches	457 (awards)	287	310	375
	# of Female Coaches	141 (awards)	70	85	120
	# of Officials	164	146	170	200
Working Together	No of Partnerships	2	2	3	4

# East Midlands strategic priorities 2022-2025



## Inspiring performances

- Facilitate collaboration with facilities, clubs and Talent Team to ensure we have self sustaining Talent Development Centres across all disciplines with functions through operators and regional board.
- Para Talent Development delivery operating across the East Midlands at dedicated facilities targeting Leicester and Derby.
- Strong regional calendar of accessible competition
- Increase the quality and depth of the coaching pool supporting regional talent development centres and activity.



## Flagship events

- Support all national series and championship events delivered in the region to maximise the impact and legacy across the cycling ecosystem.
- Utilise the Commonwealth Games and World Cycling Champs in Glasgow as an inspirational hook to promote cycling. Supporting the increased utilisation and aware of opportunities through clubs / groups and dedicated facilities.
- Work with partners to influence the delivery of flagship events within the region which is connected to opportunities for volunteer workforce.



## Cycling for everyone

- Increase in opportunities, diversify the volunteer workforce in the region with an increase in representation from Women and Girls, Young Leaders, Ethnically Diverse Communities and people with a disability. (Functioning bursary scheme to support this).
- Functioning workgroups across all disciplines, community activity and Diversity and Inclusion at board level to drive inclusivity and throughput across the pathway.
- Increased attendance and inclusivity within programmes from all communities.
- Roll out and implementation of the inclusive club programme, targeting 2 Partnership Areas and Derby.
- Champion and support campaigns to increase positive perception of cycling such as road safety and active travel



## Engage next generation

- Increase the number of Children and Young People accessing our clubs, programmes, events and facilities.
- Develop, support and increase the number of clubs delivering youth activity with an increase in the number of Children and Young People accessing British Cycling Membership.
- Better connected pathway of coaching opportunities leading to an increase in entry level competition through to regional racing.
- Increased awareness and number of traffic free cycling environments / Places To Ride programmes, ensuring delivering against activation plans across 11 awarded programmes.



## Work together

- Regionally implement a values based system that sees volunteers empowered, valued and supported.
- Inclusive and accessible education plan of both formal and informal Continuous Personal Development opportunities to grow and develop the volunteer workforce.
- Increase in the number of 'Purposeful Partnerships' across the region. Targeting Derbyshire and Lincolnshire
- Increased awareness and access at all facilities including Places to Ride Programmes ensuring entry opportunities exist across all 11 Places to Ride Programmes.



## Grow communities

- Mapped female specific coaching and racing opportunities with a Coaching to Racing offer across all disciplines.
- Raise awareness of new Clubs and Groups programmes with an uplift in the number of affiliated clubs and groups year on year across the region.
- Targeted approach across partnership areas for delivery against all British Cycling Programmes especially across entry level programmes.
- Repurposing and delivery of entry level events programme to compliment exist competition structure



## Equipped for success

# East Midlands strategic priorities 2022-2023



## Inspiring performances

- Facilitate collaboration with facilities, clubs and Talent Team to ensure we have self sustaining Talent Development Centres. Road in Leicester, Track in Derby, MTB/CX in Lincoln and creation of BMX and Freestyle Talent Development Centres.
- Roll out of the Inclusive Club programme with targeted approach across Leicester, Nottingham and Derby.
- Create cohort of dedicated 5-6 Talent Coaches from club structure to support Talent Development Centre delivery in Road, CX and MTB.



## Flagship events

- Increased number of 'Active' volunteers supporting Cyclesport activity across the region.
- Map and plan legacy activity to all National Series or Championship events in the next 12 months hosted in East Midlands.
- Utilise the Commonwealth Games as inspiration hook for cycling.



## Cycling for everyone

- Increase opportunities and diversify the volunteer workforce in the region with an increase in representation from Women and Girls, Young Leaders, Ethnically Diverse Communities and people with a disability.
- Increased attendance within programme delivery from partnership areas in Nottingham and Leicester. Working with key communities.
- Grow workgroup attendance at board level
- Roll out and implementation of the inclusive club programme, targeting 2 Partnership Areas and Derby.
- Champion and support campaigns to increase positive perception of cycling such as road safety and active travel



## Engage next generation

- Monitor and promote activation at 11 Places to Ride funded projects ensuring delivery against activation plans.
- Transition in numbers of Children and Young People accessing coaching in clubs through to competition (Increase in throughput).
- Targeted programming of activity in Partnership areas with increased engagement through Go-Ride Network



## Work together

- Regionally implement a values based system that sees volunteers empowered, valued and supported.
- Live mapping of all 'Active' Cyclesport volunteers, Ride Leaders and Clubs. With Data Driving Focus on need.
- Develop and deliver educational plan across the cycling ecosystem to support the wider volunteer workforce.
- Retain and grow contractual Partnerships who support British Cycling Strategic priorities across 'Purposeful Partnerships'.
- Support facilities and cycling destinations within region. With focus on dedicated facilities and 11 Places to Ride Programmes



## Grow communities

- Review entry level events programme and grow number of opportunities for entry competition
- Delivery Women and Girls Coaching to Racing in 2 disciplines
- Roll out of Clubs and Group programme from led rides and previous ride social initiatives
- Increase in the number of clubs and groups affiliation with an upward trend in BC Membership and Club penetration.
- Club Coaching Carousel in multidiscipline at facilities in increase cross discipline exposure.



## Equipped for success



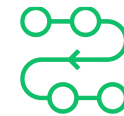
# Inspiring performances

Sustain inspirational global elite cycling success



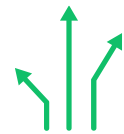
## Access to world class coaching, facilities & Athlete support

- 1 – Support creation and continuation of Talent Development Centres linked to dedicated facility stock in Leicester, Derby, Lincoln and specific facilities such as Asylum Academy.
- 2 – Cohort of 'Talent Coaches' created, supported and developed from clubs to support delivery and sustainability



## Heighten rider experience, welfare and performance

- 1 – Consistent model of Minimum Operating Standards across all coaching, talent and Cyclesport opportunities across the pathway
- 2 – Continue supporting board workgroups, aligning the development of discipline priorities for the region across the network



## Diversify international medal success

- 1 – Support the Talent Development structures across all disciplines
- 2 – Increase in number of females, para and ethnically diverse riders accessing Talent Pathway



## Develop an inclusive pathway of talented riders

- 1 – Roll out of inclusive club programme establishing a network of opportunities
- 2 – Ensuring that all Talent Development Centres are fully accessible with links from community delivery and clusters.



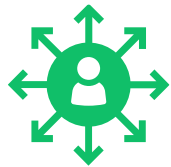
## KPI's

- 1 Number of city academies established
- 2 City Academy throughput, including Female, Ethnically Diverse, Disabled participation & SEG breakdown



# Grow communities

Grow and serve our cycling communities



## Grow and diversify British Cycling membership

- 1 – Increase our reach with community groups to champion benefits of joining British Cycling.
- 2 – Membership increase across all membership types with a focus on Women and Girls
- 3 – Increase British Cycling Membership within clubs so greater penetration of members within clubs, particular focus on youth cycling clubs .



## Growth of affiliated clubs & groups

- 1 – Roll out of Clubs and Groups Programme and championing of affiliation and accreditation through British Cycling through stronger connectivity to groups, partners and organisations.
- 2 – Increase number of affiliated Clubs and Groups to British Cycling with higher uptake of opportunities within these structures including entry level competition



## Develop our disciplines through accessible programmes, clubs and events

- 1 – Delivery of Women & Girls Coaching to Racing, increasing the number accessing Cyclesport focusing on Circuit Racing, MTB and Track
- 2 – Review and increase number of entry level Events format with links to competition calendar which is coordinated
- 3 – Delivery with partners of community focused programmes to new and returning cyclists across the partnership areas



## KPI's

- 1 Increase in the number of affiliated clubs/groups and their membership
- 2 Recover to 2019 baselines for overall coaching, community programmes and events
- 3 Increase in Female + u18 event entries
- 4 Increase in British Cycling membership





# Grow communities-Discipline growth

Grow and serve our cycling communities



## BMX

- 1 – Club coaching and competition carousel at BMX Facilities
- 2 – Links from pump tracks and Places to Ride facilities to regional facilities and entry level competition

## MTB Endurance

- 1 – Continue to develop Doddington Cyclesport and competition programme
- 2 – Further develop MTB Talent Development Centre in collaboration with club, facilities and Talent

## MTB Gravity

- 1 – Workgroup to explore opportunities

## BMX Freestyle

- 1 – Support Freestyle facilities to implement targets from Freestyle plan
- 2 – Cocreated links from MTB and BMX clubs and facilities

## Cycle Speedway

- 1 – 1 club in region located in Leicester look to link to partnership work in Leicester to club and facility

## Cyclo-cross

- 1 – U12 and entry events linked to the 3 x CX Leagues in Region
- 2 – Workgroup: reps from 3 leagues and stronger governance in place
- 3 – Further develop CX Talent Development Centre in collaboration with club, facilities and Talent

## Road

- 1 – Build back race calendar
- 2 – Increased field saturation in circuit racing
- 3 – Increase Youth and Women & Girls participation

## Track

- 1 – Support outdoor track @ Quibell to ensure long term future of facility and summer league
- 2 – Entry level format to support current league with focus on Children and Young People and Women and Girls



## KPI's

- 1 Increase in the number of affiliated clubs/groups and their membership
- 2 Recover to 2019 baselines for overall coaching, community programmes and events
- 3 Increase in Female + u18 event entries
- 4 Increase in British Cycling membership





# Engage the next generation

Encourage more children and young people to make cycling a lifelong habit



## Engaging cycling activity to reach the next Generation of young cyclists

- 1 - Increase the number of Children & Young People accessing our clubs, programmes, events and facilities by dialling up the profile and awareness.
- 2 – Develop the next young leaders through volunteering and coaching opportunities such as 'Flying Start'.
- 3 – Increase the number of Go-Ride Clubs and Entry level competitions across the region. Targeting partnership areas in Nottingham, Leicester and those with both existing facilities and Places to Ride facilities.



## Access to traffic free facilities & active environments

- 1 – Increase awareness and mapping of facilities and active environments to support throughput at dedicated spaces working with partners and stakeholders to ensure there is an activated offer via appropriate programmes.
- 2 – Ensure promotion and activation of all 11 Places To Ride funded programmes



## Sustained organised activity for children & young people- Clubs & events

- 1 – Further develop a network of high performing Go-Ride Clubs with targeted support from regional staff particularly in partnership areas and those with existing and Places to Ride facilities.
- 2 – Events calendar that is reflective of the membership regionally with opportunities for Children & Young People to try multidiscipline so events are delivered in geographical areas that matches regional membership base.



## KPI's

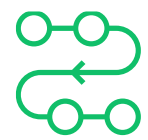
- 1 U14 and U18 affiliated club membership
- 2 Increase U18 BC membership penetration
- 3 20% increase in the number of Go-Ride clubs
- 4 Number of Go-Ride Races and throughput increase by 25% annually





# Flagship events

Host world class major events to excite and inspire



## Connected pathway of customer focussed events supporting the major events portfolio

- 1 – Support all national series and championship events delivered in the region and ensure these are connected to community opportunities. Link Track Nationals @ Derby to opportunities. Link Crit Nationals in Newark to community opportunities for regional level racing.
- 2 – Increase the number of volunteers supporting activity from the region



## Build a portfolio of major events across multiple disciplines

- 1 – Work with partners to influence the delivery of flagship events within the East Midlands region. Ensure Local Authority partners are aware of opportunities for event delivery
- 2 – Work with national organisers to retain and grow national series events and championships



## Legacy development: Connect Major Events to community Programmes, racing & volunteer opportunities

- 1 – Map and plan legacy events linked to major events
- 2 – Utilise the inspiration piece to grow volunteer pool in region by having opportunities to support delivery at national events and linking to regional events supporting growth of volunteer pool
- 3 – Connect communities and stakeholders to major event opportunities



## KPI's

- 1 Increase the total number of events
- 2 Increase the number of U18 race entries





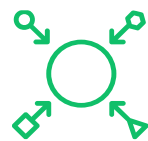
# Cycling for everyone

Ensure that cycling is open to everyone



## Inclusive, positive culture in our sport

- 1 – Diversify the workforce within our sport by having a bursary scheme that supports Women and Girls, para and ethnically diverse volunteers
- 2 – Champion diversity and ensure pathways into cycling exist so we targeted communication.
- 3 – Roll out and implementation of the inclusive club programme targeting Partnership locations and Derby.



## Ensure our coaches, officials & volunteers are More reflective of our society

- 1 – Workgroups that are representative of our membership. Seeking out representation directly from our membership.
- 2 – Increase in the number of Women and Girls, para and ethnically diverse volunteers in the region through increased opportunities in workforce education. With appropriate opportunity and support targeting partnership areas.



## Ensure the delivery of #OurRide

- 1 – D&I workgroup that challenges our plans and delivery. Targeting work across communities where greater diversity will existing especially in partnership areas in Leicester and Nottingham. Utilising partnership staff to drive this.
- 2 – Ensure that all communication is inclusive and represents our communities



## Improve representation across our governance structures

- 1 – Greater inclusion with workgroups with a targeted approach to having the correct people in our structures to support growth
- 2 – Increase in number of Women and Girls, para and ethnically diverse communities supporting across our structures



## KPI's

- 1 Number of Inclusive Clubs
- 2 Diversification of coaches, leaders and officials
- 3 Double the number of female coaches





# Work together

Work together with everyone who makes cycling happen



## Volunteer growth, retention & empowerment

- 1 – Regionally implement a values based system that sees volunteers empowered, valued and supported.
- 2 – Develop and deliver educational plan across the cycling ecosystem to support the wider volunteer workforce
- 3 – Mapping of workforce to drive focus on growth and pathway for people to develop



## Develop and diversify partnerships and programme delivery in line with our purpose

- 1 – Retain current Partnerships with Nottingham and Leicester and embed plans within regional delivery
- 2 – Continue Partnership mapping and grow contractual partnership which are purposeful across Derbyshire and Lincolnshire



## Work closely with those that facilitate our sport- Event organisers, coaches & officials

- 1 – Support workgroup structures at board level which ensures that we have relevant CPD opportunities to ensure we have trained volunteers that are active support the disciplines.
- 2 – Appropriate comms / webinars and engagement plan for all volunteers within the region



## Collaborate with public partners & land owners to enable people to cycle

- 1 – Support facility development and activation of open spaces and support activation plans of the 11 Places to Ride programmes
- 2 – Creation of facility operators network to enable influencing of strong delivery across facilities and communities from existing dedicated facilities within the region



## KPI's

- 1 Number of Partnerships
- 2 Partnership Income
- 3 Overall number of coaches, leaders, officials
- 4 % of our trained facilitators in an active volunteer role





# Equipped for success

Deliver our strategy effectively and efficiently



## Support and develop our people, making British Cycling a great place to work

- 1 – Coordinated plan and investment in Regional Staff
- 2 – Needs analysis and succession planning in place
- 3 – Implement best practise and uplift culture scores



## Ensure the highest standards of governance is executed across the regional board network

- 1 – In conjunction with Regional Board implement the Good Governance Guide.
- 2 – Learning and Development plan for all board members within associated positions
- 3 – Ongoing recruitment and succession planning for all board positions ensuring board is fully inclusive and representative of our cycling communities



## Ensure highest standards for safeguarding and risk across the region and club network

- 1 – Ensure all clubs and groups have Welfare Officer in Post
- 2 – Awareness / Comms associated to Safeguarding including championing of national campaigns
- 3 - Implement and oversee a dynamic risk management system and robust risk register for the regional area



## KPI's

- 1 All staff Personal Development Plans in place
- 2 Risk register in place for every region
- 3 All boards operating in line with Tier 1 Code for sports governance





