

# Lead our sport

# Inspire our communities











Our strategy to 2024

### Chairman's introduction

Cycling here in Great Britain is in an unprecedented place. The pandemic, while A considerable amount of time and disruptive to the country and world as a whole, saw millions of new people take to two wheels, not least families with children. Then at the delayed Tokyo 2020 Games the Great Britain Cycling Team delivered more medals than any other sport within Team GB, hot on the heels of our most successful UCI Paralympic World Championships ever.

But no successful organisation stays that way by resting on its laurels, and at British Cycling we believe that it is our duty to build on our history of participation, growth, development and success so that it becomes even more entrenched for future generations.

As a Board of Directors we are fully mindful of our role in achieving this ambition, which is why we commissioned this new strategy that will take us to Paris 2024 and set the tone for the years beyond that. This is in addition to our seven discipline plans and #OurRide, our equality,

diversity and inclusion strategy, all of which were published earlier in 2021.

effort went into the underlying work which examined our role within cycling as a sport and pastime as well as the broader sports and leisure sector. Thanks to this we have a momentous level of understanding of our place and purpose which will underpin our work in the future. It will enable us to both lead our sport and champion and cheer the projects of our colleagues and partners who do so much to grow cycling as a pastime.

Then it is beholden on us to make sure that everyone who wants to has the opportunity to develop, compete and succeed at the highest level they can, inspiring others to follow in their tyre tracks in the process. At the same time we need to give our network of clubs, volunteers and facilitators the support, guidance and expertise they need to

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ensure that cycle sport's governance and structures are as robust as they can be.

Just as importantly, we want everyone to enjoy their experiences of cycling and of working with and for British Cycling as an organisation. We want our sport to be representative of the nation as a whole, from the first competition up to the Great Britain Cycling Team, and for winning to be

achieved with integrity and a smile on our faces.

If we can do this then we will be leaving our sport in a better place for those who follow us, and there can be no bigger success.

Frank Slevin Chairman, British Cycling



#### Foreword

For almost two decades
British Cycling has shone as
one of the country's leading
sporting success stories.
Time and again our riders
have set world records, won
Olympic, Paralympic and
world titles, and led the way
on the road with victories in
the three Grand Tours.

In tandem with that success we've seen millions inspired to cycle through our ground-breaking partnership work, our membership increase tenfold to almost 150,000, and during the lockdown of 2020 we saw record-breaking numbers of people discovering or rediscovering the joy of getting out on their bike. As a national governing body our voice is stronger than ever before, and we've not been shy in using it to serve the interests of Britain's cyclists - whether by fighting for the right to ride in lockdown, highlighting the vital importance of sport at all levels or achieving changes in legislation to make our roads safer places to ride.

As we set out on the path to Paris
2024 and beyond, I'm proud to today
present a new strategy for British
Cycling. It is a strategy which will strive
to build on the success of the past,

capitalise on the new and exciting opportunities we see in the changing cycling landscape today and ensure that our organisation is enabled to work more effectively in the future – bringing about a virtuous circle of inspiration, investment and evolution.

How will we do it? We will work harder to reflect and support the full breadth of our cycling disciplines. We will strengthen our sporting infrastructure, ensuring riding and racing opportunities for cyclists, as well as supporting the clubs, volunteers and facilitators that enable them. We will revolutionise our work to get more young people cycling, so that their first pedal strokes are ones that they will never forget. We will also put diversity and inclusion at the centre of everything we do, building on the work we've already started. And we will ensure the sport's biggest events continue to leave a legacy of inspiration and investment in their wake.

Medals and moments make the headlines, but we know first-hand the impact which cycling can have on our communities – making them healthier and more vibrant places to live, work and play. As the national governing body for cycling we know our role stretches far beyond winning

medals, and we're determined to use our expertise and influence to be a proactive and positive voice for change – leading, championing and cheering the work required to achieve the aims set out in this strategy.

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Crucially, the hard work starts here, and we know that we cannot fulfil our ambitions alone. We now look forward to getting stuck in and working handin-hand with colleagues at Scottish Cycling, Welsh Cycling, Sport England, UK Sport and everybody in our cycling eco-system to deliver the strategy over the years ahead, along with commercial and corporate partners who share our principles.

As a British Cycling member I've enjoyed many happy years of getting out on my bike, from climbing the

Tourmalet in an Etape, to getting caked in mud on my mountain bike, or commuting into our offices on the Ashton Canal towpath. While no two people's cycling journeys are the same, like the whole Board of Directors and leadership team at British Cycling, I'm passionate about ensuring that as many people as possible have the opportunity to participate, compete, volunteer, work and succeed in cycling. By living up to our purpose of leading our sport and inspiring our communities, we'll be better equipped to do that than ever before.

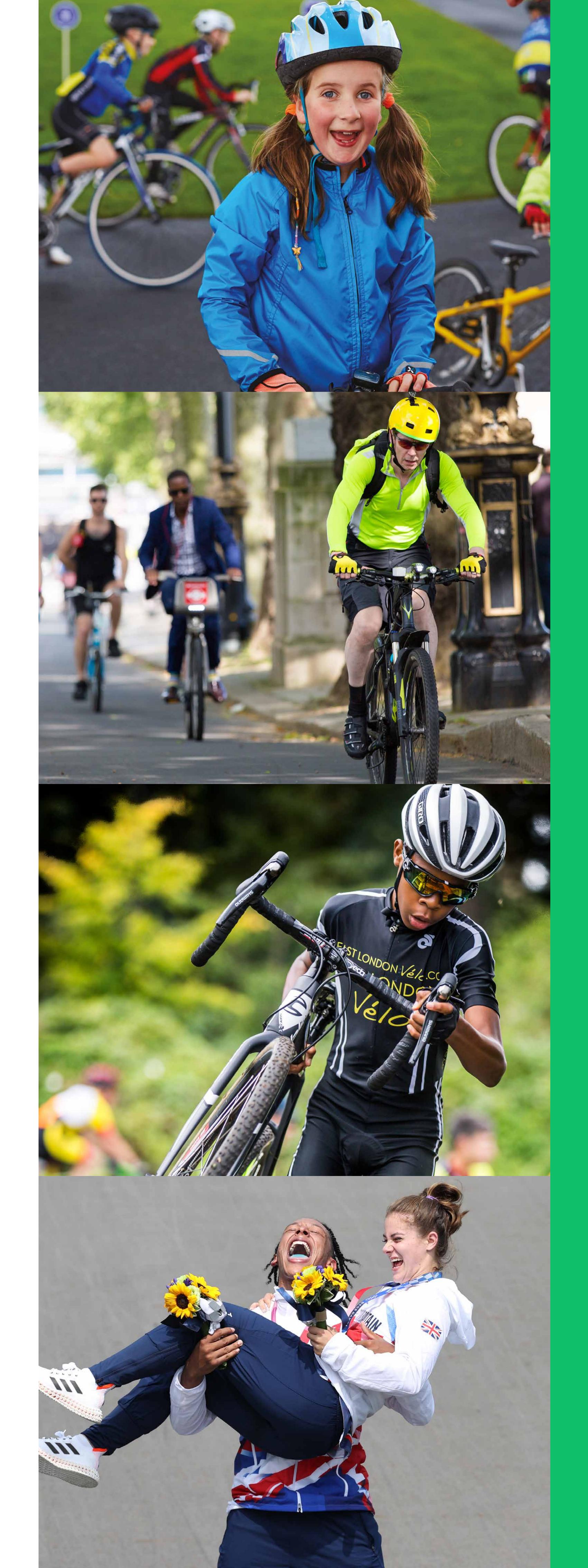
Brian Facer
CEO, British Cycling



# Why now?

Cycling is the magic which can transform the life of an individual, a community, a city and a country. It is the world's greatest sporting spectacle happening at the end of your street. It is the sport which brings people together on roads, on tracks, on trails, in parks and every time you race to the next lamp post.

The sheer breadth of our sport means that regardless of someone's background, from across urban freestyle parks to countryside mountain bike trails, they can enjoy taking part in our sport, and indeed have dreams and ambitions to represent their country. It is our responsibility and duty to ensure the openness and accessibility of our sport so that it is fully representative of our nation as a whole.



#### The turning wheels of change

Over recent years our cycling landscape has altered dramatically. A global pandemic saw Britain rediscover its passion for getting on a bike in record numbers, while historic backing from the Prime Minister has put cycling at the heart of the national conversation.

Although cycling activity increased during the pandemic, it remains the case that the numbers of events, volunteers and participants have not yet returned to 2019 levels. It is therefore essential that we aid a flourishing of our sport and convert more casual cyclists, supporting their development as participants and competitors at every level and in every

discipline. Growing our communities in a way that welcomes everyone is key; although we have made strides towards ensuring that our sport is more open to and reflective of our society's diversity, we know there is much more to do.

Our country's most talented riders returned from Tokyo with landmark medals in mountain biking, BMX and BMX freestyle, along with track and road, as well as a renewed pride, not just in what our riders win but how they do it. We can cascade this inspirational effect throughout our sport, ensuring that everybody can be part of it.

#### New purpose, new priorities

Throughout history we have been at our best when we have been innovative, bold and equipped to seize the opportunities of the day.

Our belief in the values of cycling and sport as a whole as a force for individual and societal good burns brighter than ever before, and we must ensure that everyone has the ability and opportunity to access that.

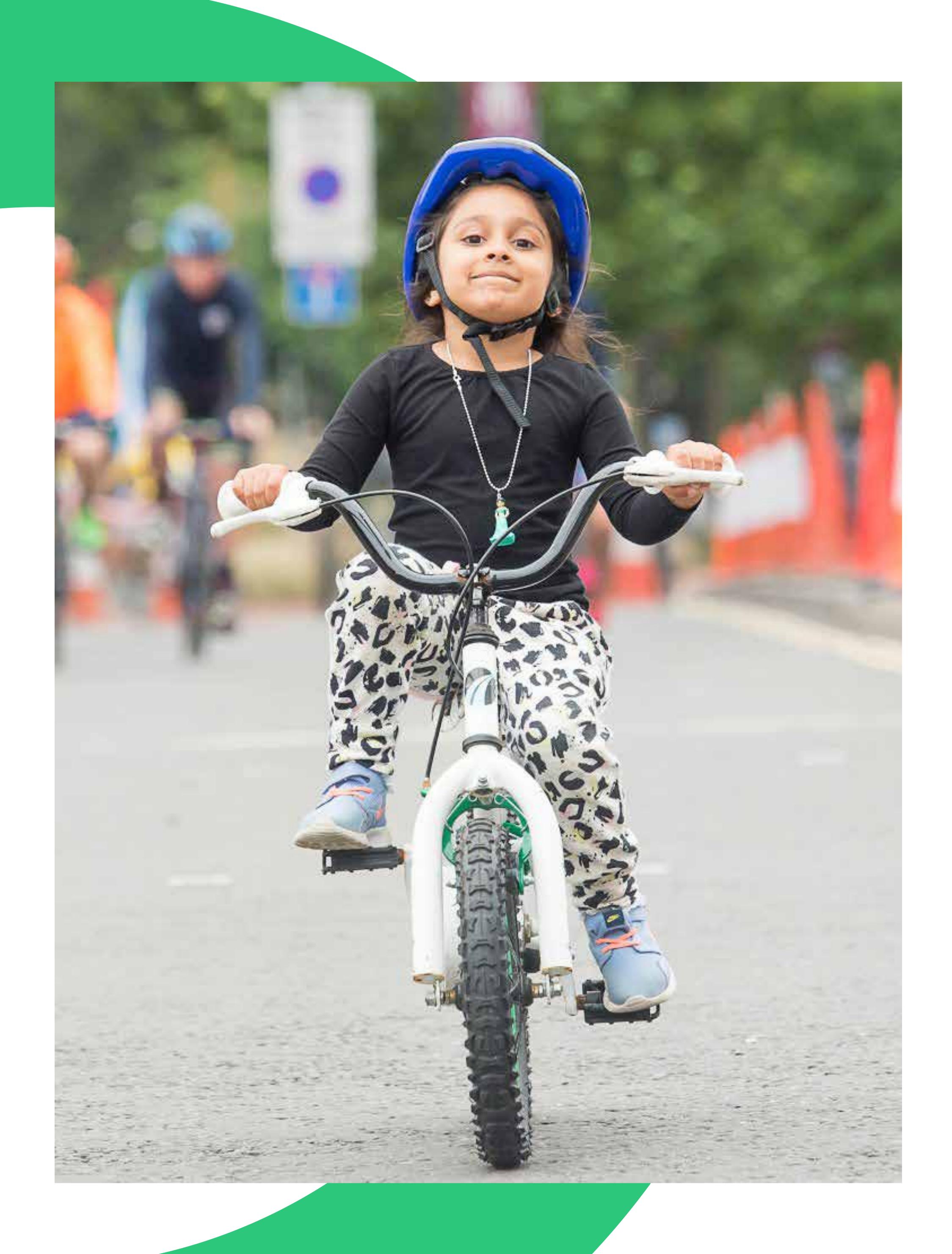
Furthermore, following another incredibly successful and inspiring Olympic and Paralympic Games, where our transformed approach meant we delivered with integrity, we must ensure we continue our momentum and ability to win in the right way.

However, we can only bring our many ambitions to life with the right strategic framework in place - we needed a purpose and strategy to guide our organisation. This will enable us to prioritise our resources as the sport's governing body in Britain and reflect our new and changing landscape.

This strategy has been written to identify how we can provide the greatest impact for our communities through leading our sport, championing the contributions of others, and putting the people which make it so special at the heart of everything we do.

# Our principles

Our strategy and all of the work which follows it will be underpinned by five guiding principles





Communities first

Governing with integrity

Building for the future

Always inclusive

Lead, champion, cheer

# Our purpose is...

# Lead our sport



We at British Cycling know we exist to govern the sport of cycling – we are responsible for bringing together riders, clubs and competitions. But we also know that we stand for much more than that.

# Inspire our communities



Through leading our sport, we will be able to reach and inspire all of our cycling communities: riders, families, volunteers, fans, officials, as well as *grow* our communities, thus bringing the benefits of cycling to more in society.

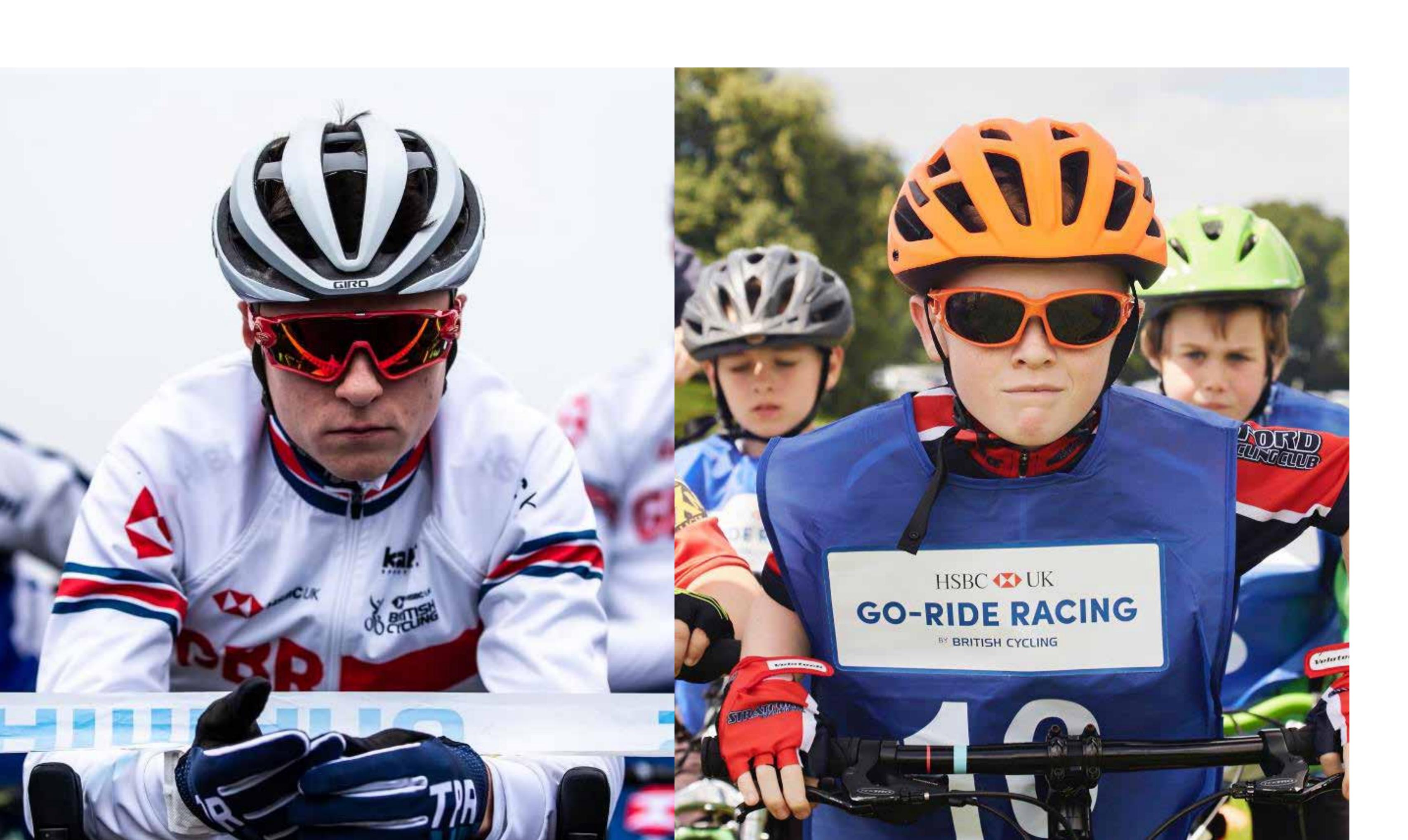
# Our strategy

To fulfill our purpose we have identified

# Seven priorities to Paris

In building our strategy we identified seven key priorities for British Cycling between now and the Paris Olympic and Paralympic Games. We believe putting our focus here between now and the end of 2024 will benefit everyone in cycling, not just over the next three years, but also will put our sport on a firm footing for the longer term. The seven priorities are not everything that British Cycling will do, but show where we believe we can have the greatest impact over the next 36 months.

Our priorities are all interconnected, and indeed in many cases there are cross interdependencies – we won't be able to achieve one strategic priority without achieving the other.



Leading
Our sport

means We Inspire our communities





# Inspiring performances

Sustain inspirational global elite cycling success

# What is it and why is it a priority?

We have a strong track record of supporting our most talented bike riders to achieve their potential. They take pride in the jersey, in representing British Cycling and we take pride in their achievements. We will continue to focus on ensuring the Great Britain Cycling Team wins in the right way – prioritising rider welfare, integrity and the value inspiring performances can deliver for wider society. We will build on the strong work done in recent years to become more competitive across more disciplines.

#### Success measures



Win 10 Olympic and 15 Paralympic medals



Creation of a development plan to support elite non Olympic and Paralympic disciplines

10%

Increase by 10% the number of riders in the talent pathway across ethnic communities, disability and low socioeconomic backgrounds



Continue and diversify international medal success.

Develop an inclusive pathway of talented riders achieving the standards for the Great Britain Cycling Team.

Heighten rider experience, welfare and performance through winning in the right way.

Ensure access to world class coaching, facilities and athlete support.

Use data and technology to unlock performance intelligence to support British medal success.

#### Why is this important?

The diversification of elite success in the most accessible and relevant formats of cycling will inspire more people to cycle, try different disciplines and be fans.

The diversity of our national team should become more reflective of the diversity of our nation and by reaching the broadest range of riders from all sections of our population, we increase our likelihood of medal success.

Taking care of our riders, enables us to positively enhance their whole lives, as well as helping them improve their performance.

To continue to be a leading international team, we must have the best supporting infrastructure in place.

In striving to be the best team, we need to be continually looking for new ways to grow and deliver excellence no one else can.





#### Grow communities

Grow and serve our cycling communities

#### What is it and why is it a priority?

People are at the heart of everything we do. Riders, fans, families and facilitators make up our cycling communities. We want to bring more people into our communities so they can be supported to cycle more frequently and build sustained cycling habits. We want to develop truly two way relationships with our communities so we can listen, understand, and act in a way that best serves them.

#### Success measures



Diversify and grow our cycling communities

250k Grow membership from 150k

Increase affiliated clubs and groups by 20%

#### What will we do?

Embrace our disciplines and provide accessible participation programmes, clubs, competitions, events and racing to grow our sport.

Build and invest in an evolved and inclusive British Cycling membership offer, journey and experience.

Build our brand, supported by best in class digital platforms, to talk and serve our communities.

Represent our communities by campaigning for their big issues.

Encourage and support more clubs and groups to have an affiliation or association with us.

#### Why is this important?

In doing this, our communities will continue to grow both in numbers and diversity. Providing access to cycling will also allow us to fulfil our role by serving our communities.

To ensure membership appeals to all of our communities and delivers value to them.

This gives us the tools to connect and engage with all of our communities in a personalised way.

Representing their interests by campaigning for their big issues is important to our members and communities – we want to listen and serve based on their needs.

Clubs and groups are evolving, we want to work closely with different club and group types to provide maximum opportunity for participation and growth of the sport.



## Engage the next generation

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

#### What is it and why is it a priority?

Empowering children and young people to lead active, healthy lives on their bikes is more important than ever. We will do this through cementing organised cycling as a lifelong activity from a young age, inspiring children and young people from all backgrounds into every part of our sport. Giving more children the chance to enjoy the freedom, enjoyment, life skills and sense of community which comes from being part of a club or taking part in a race will help them get the most out of their cycling.

Increase the number of 20% children and young people in clubs or groups by 20%

Increase by 10% the number of children and young people 10% participating across ethnic communities, disability and low socio-economic backgrounds

Increased awareness and perception of British Cycling in a younger audience through yearly tracking

#### Success measures

#### What will we do?

Create engaging and relevant cycling activities, to reach the next generation of young cyclists.

Create a coordinated learning and development offer for coaches and leaders delivering to children and young people.

Ensure all children and young people can join in cycling through sustained organised opportunities such as clubs or events.

Maximise engagement and relevancy on British Cycling social media channels with a young audience through experimentation and content.

Collaborate with partners to ensure children and young people have access to inspiring facilities.

#### Why is this important?

Having bespoke offers reflective of the ever-changing wants of children and young people will increase our ability to engage with and support them.

Centrally coordinating education will equip coaches and leaders to deliver more consistently for children and young people.

Growing opportunities in clubs will bring more children and young people into our sport, from all backgrounds, and provide them with safe spaces to develop as cyclists.

This would showcase the cycling opportunities available to our younger audience and support them to connect with others who also love cycling. British Cycling needs to be present in the places that matter to young people.

Having somewhere local and traffic free to ride is key for children and young people to get access to our sport, and for their families supporting their riding.







# Flagship events

Host world class major events to excite and inspire

# What is it and why is it a priority?

We have a great history of hosting major events, and indeed in the immediate term that looks set to continue with Birmingham 2022 Commonwealth Games and Cycling World Championships 2023 in Glasgow. Beyond that, we want to focus on flagship events across a range of disciplines. Major events provide opportunities for our athletes to perform and succeed on home soil and they have the power to excite and inspire the nation, so we want to cement our role as a nation in delivering world class events in our sport.

#### Success measures



Achieve major event hosting targets across disciplines



Support the legacy impact of both the 2022 Commonwealth Games and the Cycling World Championships 2023



Increase the opportunities for British riders to perform on home soil

#### What will we do?

Build a world class portfolio of flagship major events in multiple disciplines.

Host major events that impact positively on British performance success.

Strengthen the commerciality of major events.

Foster positive partnerships with key event stakeholders and rights holders.

Maximise event legacy through linking major events to our community programmes, racing and volunteering opportunities, thereby inspiring more people to ride and race.

#### Why is this important?

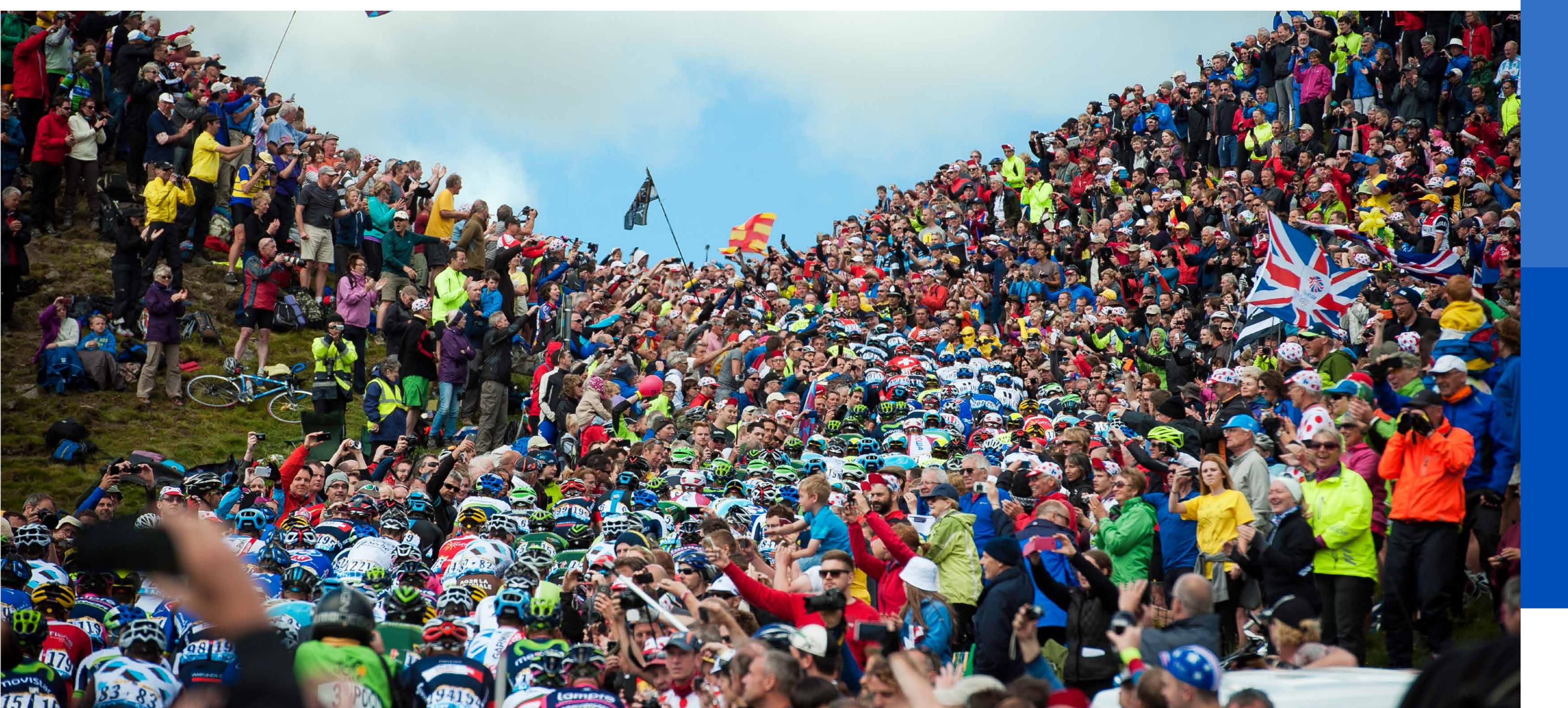
To showcase a range of disciplines, providing performance opportunities for home grown athletes as well as increasing reach and inspiring the next generation.

We want to provide our athletes with the best opportunities to compete on home soil.

Some events have great potential to generate revenue that can be reinvested back into developing and growing the sport.

Working collaboratively with other key bodies in cycling will support growth and create a bright future for our sport.

Beyond the events we must capitalise on the wider legacy benefits by connecting with activity on the ground to inspire the next generation.





# Cycling for everyone

Ensure cycling is open to everyone

# What is it and why is it a priority?

We know there isn't enough representation from all sectors of society in our sport, volunteering, coaching or decision-making structures. We are committed to further reducing the perceived barriers that exist for some communities. Implementing #OurRide, our equality, diversity and inclusion strategy, will help us achieve our vision of the cycling community being somewhere everyone feels welcome, respected and supported.

#### Success measures



Put in place robust tracking and increased diversity in facilitators and governance

90%

90% of our communities to believe cycling is an inclusive activity and a sport for them

10%

Increase participation in our sport across genders, ages, ethnicity, disability, sexual orientation and low socioeconomic backgrounds by 10%



#### What will we do?

Create an inclusive culture in our sport and organisation.

Ensure our coaches, officials and volunteers are more reflective of society.

Improve representation across our governance structures.

Reach and engage new and more diverse audiences.

Keep listening – ensure #OurRide, our equality, diversity and inclusion strategy, is responsive and adaptive going forward.

#### Why is this important?

To have a sport and organisation where everyone is made to feel welcomed and valued.

For our sport to be welcoming to everyone, we must ensure those making our sport happen are from all backgrounds.

A greater diversity of people in decision-making positions will help our sport excel.

Reaching new people will give everyone the opportunity to feel the benefits of cycling and our sport.

We must commit to learning and adapting how we act and operate in order to always be inclusive.



# Worktogether

Work together with everyone who makes cycling happen

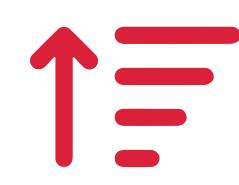
# What is it and why is it a priority?

Cycling in Britain only exists because of the dedication of thousands of valued members of our communities – be they Regional Boards, Scottish and Welsh Cycling, volunteers, officials or families of riders. It is essential that we work closely with them and recognise their contribution to the sport. We must also work well with our current and future partners. If we seek to work together in the best way possible, we will grow and diversify participation in cycling.

#### Success measures

25%

A 25% increase in the percentage of cycling facilitators that feel appreciated for the work they do



Retain, grow and diversify the range of partners in line with our strategic priorities

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#### What will we do?

Implement a new innovative volunteer plan to ensure that we grow, retain, diversify, empower and value our facilitators.

Work closely with those who facilitate our sport – event organisers, coaches and officials.

Work with other organisations to deliver programmes and products created using British Cycling experience and insight.

Collaborate with public partners, land owners and others in the cycling landscape to enable more people to cycle.

Develop and maintain purposeful partnerships with national Government, Sport England, UK Sport and local authorities.

#### Why is this important?

Valuing volunteers and creating an enjoyable environment that encourages more people to volunteer is essential to the health of our sport, now and in the future.

As with volunteers, these members of our communities make our sport happen; we must acknowledge their contribution and provide them with effective education to support them.

We want to share our cycling knowledge and collaborate with others to ensure collectively we can reach the most people with the greatest impact.

We share goals with many organisations across cycling in Britain – by working together we can have an impact greater than the sum of its parts.

Through working together with our partners, we can direct government funding to best serve our communities and have greater societal impact.



# Equipped for success

Deliver our strategy effectively and efficiently

#### What is it and why is it a priority?

We can only deliver all of the priorities set out in this strategy if we invest in our employees, our volunteers and our capabilities. Everyone who makes cycling happen is are a fundamental part of our community, so we must support them from an individual perspective, but also by putting structures, capabilities and technology in place to enable the work to happen to achieve our goals.

#### Success measures

100% increase in the diversity of the industries represented 100% in the British Cycling partnership portfolio



Grow and diversify income streams



#### What will we do?

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

Ensure both the organisation and sport have excellent governance and accountability in place with appropriate delegation of decision making.

Set the highest standards for safeguarding, regulation of the sport, and anti-doping and seek to be a leading governing body in sports ethics.

Grow our commercial revenues for the benefit of cycling.

Invest in technology, systems and people capability to deliver for our communities.

#### Why is this important?

British Cycling employees and volunteers are of vital importance – we must support our team on both an individual level and deliver for cycling.

To be a modern and effective governing body we must draw on a variety of experiences, hold decision makers to account and be nimble enough to make the right decisions quickly.

The health of our sport depends on its participants and other stakeholders having confidence that the sport is properly regulated and that it is a level playing field for all.

Having increased commercial revenues will enable us to invest in more areas of our sport, become a more sophisticated organisation, and ultimately create change quicker.

We need to have best in class technology to deliver lots of our planned activities – without consistent investment we won't hit our strategic goals.

# Our purpose and strategy

Our purpose is Leaa our sport Inspire our communities which will be lived through our seven strategic priorities to Paris.

We will measure our progress through our key success measures in the short term, as well as set the foundations for our longer term vision of continuing to live our purpose.



#### Inspiring pertormances

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#### Success measures



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Creation of a development plan to support elite non Olympic and Paralympic disciplines



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#### Grow communities

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#### Success measures

Diversify and grow our cycling communities

250k Grow membership from 150k to 250k

20% Increase affiliated clubs and groups by 20%



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

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Put in place robust tracking and increased diversity in facilitators and governance

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Increase participation in our sport across genders, ages, ethnicity disability, sexual orientation and low socio-economic backgrounds by 10%



#### Work together

Work together with everyone who makes cycling happen

#### Success measures



A 25% increase in the percentage of cycling facilitators that feel appreciated for the work they do



Retain, grow and diversify the range of partners in line with our wider strategic priorities



#### Equipped for success

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#### Success measures

100% increase in the diversity of the industries represented in the British Cycling partnership portfolio



Grow and diversify income streams

# Thankyou

We knew that putting our communities at the heart of our strategy would require us to have broad and honest conversations, both about our successes and the areas where we need to improve.

To that end, we are indebted to all who took time to share their thoughts as part of our consultation process - whether that be through one of the 10,000 written submissions we received, or participation in one of our 80+ roundtable discussions. Thanks especially to our board and to all of our staff for their hard work and dedication to this process. You can find a selection of the organisations we consulted shown below.

#### Some of the organisations we consulted:











































































