



The Whole Sport Plan 2009-2013



President's Foreword

2008 will go down in history as the year when the sport of cycling in Great Britain, and British Cycling, made a huge breakthrough into the public consciousness, thanks to an astonishing range of successes across the Olympic and Paralympic Games and the World Championships.

Some 38 Gold Medals were achieved right across all the disciplines of cycle sport, a truly unprecedented and historic global feat in International Sport. Perhaps most rewarding of all was the tremendous progress shown by our younger riders, several producing world-beating performances well before we might have expected it. Clearly we have robust and effective structures and processes in place, backed up by the right people, and credit for that goes right through the sport from the grass roots to the heights of elite competition.

At grass roots level cycle sport has continued to thrive with unprecedented levels of growth in membership and participation in events since the implementation of our Whole Sport Plan 2005-2009 as well as significant growth amongst general participants as evidenced through Sport England's Active People Survey. It almost seems as if everyone is, or wants to, be involved in cycling in some form or other.

Our challenge now is to thrive and expand in this new era, making the most of the opportunities that are now being offered to us – whether it be the greater demands of the media and the world of corporate sponsorship, or the massively increased interest from young people and those who want to take up our sport for the health, fitness, environmental and financial benefits it can bring to them. Make no mistake, more people than ever before, in every walk of life, now know more about cycle sport and want to get involved. We must welcome them, encourage them and work with them to move our sport forward.

Support from UK Sport and Sport England has always been at the heart of British Cycling's Vision and Strategy over the past decade and our performances internationally and growth at grass roots level are as a direct result of that investment. We have welcomed the new Sport England Strategy 2008 – 2011 focused around developing a world-leading community sports system and the emphasis on NGB's being at the heart of the delivery. We have a substantial contribution to make to the new strategy for Sport in England against the Sustain, Excel and Grow outcomes and as such have received a substantial increase in funding for 2009-2013. This increase in support is on the basis of the return on investment we have delivered to date for the Government in terms of **More Medals** and **More People** and the investment required to sustain and increase our international successes and accelerate the growth in the Sport to meet the latent demand for cycling that has been identified through Active People.

We know that there are still issues and challenges to face – we need more facilities for our sport, and we need to defend our right to use the public highway in safe conditions, for instance. But clearly we have turned a significant corner in the way in which Government, the media, and the Great British public perceive our sport. We have a great team of people – staff and volunteers throughout the country – working for our sport, putting on some great events, coaching and developing youngsters, providing a strong base of clubs and regions. We have some great partners and supporters in national and local government, in the corporate sector, amongst our event promoters, and in the media. So I feel confident that with the level of support from UK Sport, Sport England and our commercial partners in the run up to London 2012 and beyond we can rise to the challenge, through the implementation of our **Whole Sport Plan 2009-2013**, and make a substantial contribution to a world – leading community sports system, and looking forward, the future is even brighter.



Brian Cookson OBE
President

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3. Summary

1. Executive Summary

1.1 British Cycling

British Cycling (BC) is the National Governing Body for Cycling in the UK and is responsible for managing the elite aspects of the sport, events and performances at a Great Britain level and for governing the development of the sport at all levels in England, as well as representing Great Britain on the World Governing Body (UCI) and as such deals with all international issues and doping. The Home Countries Governing Bodies in Scotland and Wales, the Scottish Cycling Union (SCU) and Welsh Cycling Union (WCU) respectively, are involved in the promotion and development of Cycling at all levels including a clear focus on the Commonwealth Games.

British Cycling provides essential services to the Home Country Governing Bodies, including the administration of membership, licences and insurance as well as providing strategic guidance and support on all aspects of Cycling.

1.2 Capacity to Deliver

British Cycling has an unprecedented record of delivery against outcomes as commissioned by our partners over the past decade, in particular UK Sport and Sport England.

From an Elite perspective this has been evidenced through the performances in the 2008 Olympic and Paralympic Games with 14 Olympic Medals (8 Gold) and 20 Paralympic Medals (17 Gold) along with a raft of other performances including 11 medals (9 Gold) at the World Track Championships in

Manchester and Nicole Cooke winning her long strived-for gold medal in the World Road Race Championships. Underpinning this are the outstanding performances of our younger athletes, such as the 12 Medals in the Junior World Track Championships in 2008, as a direct result of the world leading talent and community sport system that is now in place in British Cycling.

During the implementation of the current Whole Sport Plan for Cycling 2005-2009 we have seen unprecedented growth in cycle sport and have significantly over delivered on our current targets.

Headline growth figures include:

- 65% increase in Membership since April 2005.
- 22% increase in the number of events we organised
- 56% increase in the number of participants in events (Competitive and Non-Competitive).
- 114,000 growth in the number of people cycling for sport between Active People 1 and Active People 2
- 95,165 opportunities to participate in Go-Ride
- 152 registered/accredited Go-Ride clubs
- 195 effective school/club links

In addition Community Club Development Funding to date has supported 14 traffic free cycle sport facility projects which have allowed the Children and Young People sections of clubs to develop giving an 86% increase in active under 16 members compared to an overall CCDP programme average across all sports of 23%.

Our track record has already shown we have taken full responsibility for ownership and delivery of the outcomes and have delivered an excellent return on investment to date for both UK Sport and Sport England.

1.3 British Cycling's Whole Sport Plan Vision 2009 - 2013

British Cycling Vision for 2009 – 2013 builds on the outcomes that have been delivered in terms of **More Medals** and **More People** over the past decade through investment from Sport England and UK Sport.

British Cycling Vision for 2009-2013 is to:-

“Inspire participation in cycling as a sport, recreation and sustainable transport through achieving worldwide success”

The Vision for Cycling has been developed in the context of a rapidly changing environment linked to the Government's agenda and targets related to community sport and the physical activity levels of the nation.

The priority for British Cycling is to grow participation in the sport of cycling* and increase our International successes. The diversification to encompass cycling as active recreation and active living through working with other Government departments and agencies has been led by our desire to create new pathways into cycle sport for participants.

The overall Vision for British Cycling will be delivered through working with partners across the Sporting, Physical Activity and Sustainable Transport landscape representing the uniqueness of cycling as an activity. This cross-departmental approach will ensure that the investment in the sport of cycling through Sport England will be underpinned by additional investment in cycling as active recreation and active living which will increase the latent demand for cycling as a sport.

We are working towards a cocktail of funding from DCMS via Sport England, Department of Health (DoH) and Department for Transport (DfT) to fund integrated interventions to drive up participation in all forms of cycling which through our participation pathway will drive up participation in the sport and underpin our medal success. The investment we are looking for from the DfT and DoH will underpin our strategy for the sport therefore increasing the contribution we can make to Sport England's outcomes.

* Cycle Sport has been defined by DCMS / Sport England as people cycling for at least one session per week at moderate intensity excluding utility cycling sessions

1.4 British Cycling and UK Sport's Strategy 2009-2013

Support from UK Sport has been at the centre of our International success over the past decade with a clear focus on Olympic and Paralympic medal success.

UK Sport work in partnership to lead sport in the UK to world-class success through:-

World Class Performance

- World-class performance can only be delivered by world-class personnel and the challenge in the Beijing Olympiad is to develop home-grown expertise to support our athletes.

Supported by:

Worldwide Impact

- Our international programme will enable us to bring best practice in other sporting nations to the UK. We will also provide clear strategic support to enable sports to bid for and stage major events in this country.

World Class Standards

- UK Sport will promote the highest standards of sporting conduct whilst continuing to lead a world-class anti-doping programme for the UK and being responsible for improving the education and promotion of ethically fair and drug-free sport.

The Great Britain Cycling Team will remain focused on Olympic and Paralympic success in London 2012 supported by an ambitious programme of Major Events in the UK to underpin our preparations for the Games. We will continue to work with UK Sport to uphold the highest standards of sporting conduct and the education and promotion of ethically fair and drug-free sport.

1.5 Professional British Road Team - Team Sky

The formation of a Professional British Road Team is a fantastic development for British Cycling and one which will be a key asset to assist in the delivery of the Whole Sport Plan 2009-2013.

Team Sky will build on the principles that make British riders a consistent success on the track and will support Sky's work as Principal Partner of British Cycling, fuelling the sport from grass roots to elite level. Team Sky will aim to:

- Improve British Cycling's chances in the London 2012 Olympic Games
- Create the first British winner of the Tour de France within five years
- Inspire people of all ages and abilities to get on their bikes, through the team's positive profile, attitude and success
- Add further support to competitive cycling in Great Britain.

1.6 British Cycling and Sport England's Strategy 2009-2013

Sport England's Strategy has always been at the heart of the delivery of British Cycling's interventions in England to improve and grow community sport and to underpin our Elite programmes.

Sport England is now focusing resources on creating a world leading community sports system to ensure that:

- a substantial – and growing – number of people from across the community play sport
- talented people from all backgrounds are identified early, nurtured and have the opportunity to progress to the elite level; and
- everyone who plays sport has a quality experience and is able to fulfil their potential

In terms of measurable achievements and impact this translates to:

Sustain

- A reduction in post 16 drop off in at least 5 sports by 25% by 2012-13
- A quantifiable increase in satisfaction

Excel

- Improved talent development systems in at least 25 sports

Grow

- 1 million more people doing more sport by 2012-13
- A major contribution to the delivery of the Five Hour Sport offer

British Cycling's current interventions that have successfully delivered against UK Sport and Sport England's targets are already aligned to the new Sport England outcomes of Sustain, Grow and Excel and are focused exclusively on Sport. Our 2009 – 2013 plans are predominantly focused around an extension and expansion of the current interventions that we are delivering as part of our previous Whole Sport Plan to ensure we can continue to make a substantial contribution to the outcomes and the development of a world – leading community sport system.

As part of the development of a world – leading community sport system we are committed to the challenge of reaching out to girls and women, disability sport and diverse communities. Given the latent demand data which identifies that 40% of adults who state that cycling is one sport they would like to do more are female we will have a particular focus through our 2009 – 2013 Whole Sport Plan on achieving 40,000 more female participants cycling for more than 1 session per week by 2013. We are also committed to reducing the under-representation of black and minority ethnic groups and people with a disability taking up cycling as a sport.

A summary of the outcomes British Cycling's has been commissioned to deliver by Sport England is shown in 1.6.1

1.6.1 Overall Outcomes British Cycling has been commissioned to deliver by Sport England.

| Outcomes | Sport England Impact Required | Year 1 Outcomes | 4 Year Outcomes | Intervention Required |
|---|--|---|---|--|
| Sustain | A quantifiable increase in satisfaction | +0.2 increase on Baseline* * To be confirmed once baseline is established | 0.5* increase in level of satisfaction of those participating in Cycling by the end of the Term * To be confirmed once baseline is established | <ul style="list-style-type: none"> Facilities Cycle Sport and Membership Coaching |
| Excel | Improved talent development systems in at least 25 sports | 30 podium potential athletes emerging from Go-Ride interventions in schools and clubs | 120 podium potential athletes emerging from Go-Ride interventions in schools and clubs | <ul style="list-style-type: none"> Coaching, Education and Development |
| Grow (Children & Young People) | More young people participating in club activities | 3257 new young people participating in club activities | 13,088 new young people participating in club activities | <ul style="list-style-type: none"> Coaching, Education and Development |
| | More young people participating in leadership and volunteering | 336 new young people volunteering in cycle sport | 1372 new young people volunteering in cycle sport | |
| Grow | More People participating in Cycling | 1,792,200 people cycling at least once a week for 30 minutes at moderate intensity | 1,892,200 people cycling at least once per week for 30 minutes at moderate intensity | <ul style="list-style-type: none"> Recreation and Partnerships |

2. British Whole Sport Plan 2009-2013

2.1 Introduction

British Cycling is entering into an unprecedented period of expansion in the run up to London 2012 through increased funding from UK Sport, Sport England and commercial partnerships.

This increase in funding is a direct result of the growth in participation over the current UK Wide One Stop Plan, the success in the Beijing Olympic and Paralympic Games and the contribution British Cycling can make as a sport to UK Sport's and Sport England's desired outcomes over the next four years.

It is absolutely essential that British Cycling grasps the opportunity it has been presented with to drive a real and tangible legacy for British Cycling post 2012 and over deliver against our Government targets if we are to sustain the current levels of investment. The message is very clear from the funding partners – if Sports deliver there is potentially more investment to come – if Sports don't deliver it will be reinvested into those sports that can.

The legacy for British Cycling over has to be one of an increased volunteer workforce who can sustain participation beyond the level of support that is anticipated to be able to provide in the next 4 years and to significantly increase our membership base so that we can increase the support to our volunteers for years to come.

British Cycling has successfully grown membership by over 65% over the past 4 years from 15,000 to over 25,000 members at the current rate of growth membership would be over 40,000 members by 2012. However 40,000 members is not enough to leave a real legacy in terms of supporters, revenue and critically British Cycling's position, influence and standing as the Governing Body of cycling in the UK. If British Cycling is to make cycling the most popular sport in the UK it needs to grow significantly as it needs the weight of membership numbers behind it to be able to establish the necessary partnerships with local authorities and other stakeholders to create a home for the sport in every town and city throughout the UK.

As such the focal point for the next 4 years is to aim for 100,000 members by 2013. It is an ambitious and audacious target which will require the whole of British Cycling, staff, riders, coaches, commissions, regional boards, clubs and individual members to contribute to if we are to succeed.

In order to deliver 100,000 membership 2013 British Cycling will be implementing programmes across the following areas of activities:-

- Great Britain Cycling Team
- Professional British Road Team: -Team Sky
- Volunteers
- Cycle Sport and Membership
- Coaching, Education and Development
- Recreation and Partnerships
- Facilities
- Marketing
- Corporate Services

An overview of each area of British Cycling's activities is outlined in the next section.

2.2 Great Britain Cycling Team

British Cycling has seen unprecedented success in the International arena in recent years due to the creation and implementation of a successful World Class Performance Programme. British Cycling will continue to pursue the goal of sustaining our position as the number one ranked cycling nation in the World in the run up to London 2012 and beyond.

Working in partnership with UK Sport, British Cycling will remain focused on the achievement of success at Olympic and Paralympic level through funding from the World Class Performance Programme whose aim is to support Britain's most talented sportsmen and women in support of the overall goal of making the UK one of the world's top sporting nations by 2012.

British Cycling recognises the need to ensure adequate support for all GB Cycling Teams at World Championships, in particular representative teams from the non-Olympic disciplines.

Future success in International Competition will be dependent upon the strength of the Regional Performance structures in the home countries. These structures will encompass Talent Identification, Nurturing and Development programmes that provide a systematic throughput of athletes with the required attributes (physical, tactical and technical skills and knowledge) and a desire to succeed that will progress into the National Olympic Programme.

British Cycling will: -

- Continue to develop and implement a National Olympic Programme which will ensure that those with the ability to succeed at the highest level will receive the support they need to win Gold Medals at the Olympics and Paralympics
- Develop and implement programmes to employ, retain and nurture world-class coaches
- Provide a comprehensive sports science and medicine programme including research and development in Bicycle Technology
- Ensure a smooth transition for athletes from the Regional Olympic Programme through to the National Olympic Programme
- Continue to develop and implement programmes that support athletes at a home country level who have the ability to succeed in the Commonwealth Games.
- Seek to ensure a minimum level of professional support for all GB Teams at World Championship
- Seek to develop and implement programmes to support athletes who have the ability to succeed in the International arena in the Non-Olympic disciplines
- Continue to develop a seamless pathway from school and community programmes to the Olympic podium
- Continue to implement and develop a Regional Olympic Programme which will ensure that those with the potential ability to succeed at the highest level will receive the support they need to progress to the National Olympic Programme
- Provide a comprehensive structured competition programme based on the Long Term Athlete development model

UK Wide Key Performance Indicators

- *Performance by Great Britain Cycling Team in the Olympics*
- *World Rankings in Olympic Cycling Disciplines*
- *Performance by Great Britain Cycling Team in the Paralympics*
- *Performance by Great Britain Cycling Teams and / or individuals in significant International Championships and World Rankings*
- *Performance by home country Teams in the Commonwealth Games*
- *Number of Athletes meeting minimum selection criteria for National Olympic Programme*
- *Number of Athletes meeting minimum selection criteria for Regional Olympic Programme*

2.3 Professional British Road Team - Team Sky

Team Sky will build on the principles that make British riders a consistent success on the track and will support Sky's work as Principal Partner of British Cycling, fuelling the sport from grass roots to elite level. Team Sky will aim to:

- Improve British Cycling's chances in the London 2012 Olympic Games
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- Inspire people of all ages and abilities to get on their bikes, through the team's positive profile, attitude and success
- Add further support to competitive cycling in Great Britain.

Team Sky will have a core of British riders, coaches and support staff and its headquarters will be in Manchester, home to the Great Britain Cycling Team. It will compete from the start of 2010, throughout the calendar, with the objective of gaining an invitation to the Tour de France. The race schedule will include the Tour of Britain, a chance to showcase the team on home ground. An initial squad of around 25 riders will be recruited during the 2009 calendar year. They will be supported by a team of coaches, technicians and support staff from across the cycling world, many of whom work throughout the year with British elite and developing riders.

In addition to the Performance benefits for the Great Britain Cycling Team, Team Sky forms part of the wider portfolio of activities that Sky are involved in with British Cycling at grass-roots level. Team Sky presents a unique opportunity to use the biggest annual sporting event in the world, The Tour de France, to inspire people to get involved in cycling in the UK as a sport, recreational activity and as a means of sustainable transport.

2.4 Volunteers

The voluntary sector plays a key role in the delivery of Cycling throughout the country and the sport thrives thanks to the tireless efforts of many.

There are 30,000 volunteers involved in Cycling in the UK, which represents approximately 700,000 hours of work per year at a value of approximately £7 million pounds.

The future growth, development and sustainability of Cycling in all its forms is ultimately dependent on a comprehensive voluntary workforce that is appropriately trained, supported and resourced. Volunteering is no longer an informal, casual commitment. Child Protection, grant conditions, accountability and public expectations mean volunteering has become increasingly more onerous.

The traditional recruitment methods are changing and strategies for continued recruitment, training and development of our volunteers are required to ensure that we continue to harness and develop the skills required to achieve our aims and objectives.

To achieve the Vision British Cycling must not only retain and support existing volunteers, but also recruit new ones.

British Cycling will: -

- Develop an effective, well-trained, motivated and appropriately resourced volunteer workforce, to support the development and growth of all aspects of Cycling.

UK Wide Key Performance Indicators

- *Number of Active volunteers supporting cycle sport*

2.5 Cycle Sport and Membership

2.5.1 Membership

Members are the life-blood of Cycling and as such a core activity and focus of British Cycling is service to its existing members and the recruitment and retention of new members. The protection of members will remain a priority through the provision of insurance and legal services, alongside the education and training of all those involved in the delivery of cycling to ensure that, through the implementation of best practice, all activities are as safe as possible for participants and members.

The target for the British Cycling Whole Sport Plan 2009-2013 is to aim for 100,000 members by 2013 to enable British Cycling to continue to increase the support to its volunteers for years to come and to significantly increase British Cycling influence to help establish the necessary partnerships with local authorities and other stakeholders to create a home for the sport in every town and city throughout the UK.

British Cycling will: -

- Provide a compelling package of real added value benefits and enhanced packages for members and charge a fair value for them
- Provide differentiated membership packages with services appropriate for those with an interest in Cycle Sport and those with Recreation and Sustainable Transport interests.
- Ensure that the level of service provided is of a quality to attract and retain members
- Continue to develop and implement best practice to ensure the safe delivery of all cycling activities

UK Wide Key Performance Indicators

- *Number of British Cycling Members*

2.5.2 Events

The quality and availability of events is very important to all participants, particularly to British Cycling Affiliated Club Members, as they express their involvement in cycling by taking part in events from Community, Club, and Region through to National Level. The majority of our event opportunities are delivered by volunteers and in order to improve the quality and availability of events increased support is required to develop, support and grow the volunteer event workforce to improve the sporting experience for participants. The continuing delivery of existing formal opportunities to participate in Cycling events and the creation of new opportunities will ultimately depend on a strong, skilled and well-trained volunteer network, including event organisers, officials and coaches, embedded in a solid club foundation.

The creation of appropriate and accessible formal opportunities to participate in Cycling as a sport and recreation, both competitive and non-competitive, is fundamental to increasing participation. British Cycling has historically focused on competitive opportunities and has only just recently started to embrace the huge diversity of enjoyable and rewarding opportunities beyond competitive events that exist in Cycling. People participate in organised sport for many reasons; this may be as an individual challenge with the aim of improving fitness or achieving a personal performance goal, alternatively it may be in competition with others either as part of a team or as an individual. Whatever the situation, events present the best opportunities for cyclists to demonstrate their ability and are the natural measure of progression, achievement and excellence. The creation of event opportunities across the entire spectrum of cycling will both increase participation in Cycling and raise the awareness of all aspects of competitive Cycling, increasing the support for, and participation in, all competitive disciplines in the process.

The continued staging of Major International Events in the UK will be utilised to support the Whole Sport Plan 2009-2013 Vision and to underpin our preparations for London 2012.

British Cycling will: -

- Establish an events structure across the entire spectrum of cycling with clear pathways enabling all cyclists to fulfil their aspirations, ambitions and potential
- Continue to develop and expand opportunities for everyone to participate in cycling at their own level, for their entire lifetime
- Create a rewarding and enjoyable environment for its event organisers and officials
- Deploy of 10 full-time Regional Events Development Officers to co-ordinate and support the volunteer delivery of the events programme for each region to improve the quantity and quality of events for participants.
- Continue to stage and increase the number of Major International Cycling Events in the UK
- Maximise the legacy of all Major International Events, including London 2012, to support the delivery of the Vision.

Sport England Outcomes

- *A quantifiable increase in satisfaction in terms of organisation*

UK Wide Key Performance Indicators

- *Number of participants in competitive events*
- *Number of new event officials trained*
- *Number of International Cycling Events delivered in the UK*

2.6 Coaching, Education and Development

2.6.1 Young People

British Cycling's talent development system and pathway has evolved and developed over the past 8 years. It is now well established and receives significant investment from Sport England and UK Sport. It is a world leading system in terms of taking talented performers from playground to community club to podium as our performances Internationally have demonstrated over the past few years and most recently in Beijing with 14 Olympic Medals (8 Gold) and 20 Paralympic Medals (17 Gold). Importantly, it is also world-leading in the context that it is a holistic approach to identifying and nurturing talent and increasing participation. The Go-Ride intervention increases participation and club membership amongst young people of all abilities just as successfully as it identifies and nurtures talent.

The Go-Ride programme is therefore aligned to Sport England's Excel and Grow (Children and Young People) Outcomes. This model has been successfully implemented throughout the delivery of our Whole Sport Plan 2005-2009 through the integration of our Whole Sport Plan funding and Physical Education School Sports Club Links (PESSCL) funding to deliver Go-Ride and as such we intend to continue to integrate the funding from Sport England aligned to Excel and Children and Young People, to continue to successfully deliver the Go-Ride programme and the outcomes required.

The Go-Ride intervention is supported by Cycling's UK Coaching Plan which ensures there are appropriately qualified and experienced coaches operating from our network of Go-Ride Clubs to support and develop athletes along the performance pathway.

The Go-Ride intervention is underpinned by the Traffic Free Cycle Sport Facilities intervention. Without a home for the sport then the identification and nurturing of talent in a safe traffic free environment is not feasible, nor is the development of accredited clubs, young volunteers and the growth of young people in clubs.

British Cycling will: -

- Establish and implement a quality assured club development programme that will support the delivery of appropriate school and community based opportunities for young people to participate in cycling as a sport and physical activity and to fulfil their aspirations, ambitions and potential
- Deploy 20 full-time Go-Ride Coaches operating around traffic free facility hubs to support the growth of young people in clubs and the emergence of podium potential athletes from clubs
- Deploy 10 Regional Development Managers to support the development of the club infrastructure to support the Grow and Excel outcomes to be delivered

Sport England Outcomes

- *Number of podium potential athletes emerging from Clubs*
- *More young people participating in club activities*
- *More young people participating in leadership and volunteering*

UK Wide Key Performance Indicators

- *Number of opportunities for Children and Young People to participate in cycle sport*
- *Number of Go-Ride Clubs*

2.6.2 Coaching, Leadership and Instructors

The continued delivery of Cycling's UK Coaching Plan (Coaching, Leadership and Instructors) is required to increase the quantity and quality of existing coaching and therefore participants' satisfaction levels as well as ensuring there is an appropriate coaching structure to support the development of talent and lifelong participation.

The availability and quality of coaching has underpinned our unprecedented success in the International arena and growth in the Sport to date. In order for participants to achieve their potential and therefore increase satisfaction with the sporting experience, through the emotional drivers related to Performance, then the availability and quality of coaching is a key intervention required.

For the General Participant who participates completely informally then increasingly emotional drivers become more prevalent around Diversion / Release and Exertion / Fitness. The main functional drivers however remain around organisation and the playing environment and while coaching remains important it will also increasingly encompass the availability of general information and advice as well as direct coaching. The emotional driver of Enjoyment is critical to the general participant.

British Cycling's Coaching structure will ensure that all levels of participants are provided with education and guidance to ensure they are able to participate to the best of their ability and achieve their own personal goals.

Cycling will: -

- Continue to develop a coach education structure, which will enhance the skills of existing coaches, attract new coaches, leaders and instructors and improve the quality of coaching and performance at all levels, taking into account the delivery plan to implement the Cycling's UK Coaching Plan

Sport England Outcomes

- *A quantifiable increase in satisfaction in terms of coaching*

UK Wide Key Performance Indicators

- *Number of Level 1 & 2 Coaches Trained*
- *Number of Level 3 Coaches Trained*
- *Number of Leaders and Instructors Trained*

2.7 Recreation and Partnerships

2.7.1 Recreation

Cycling is already a major informal sporting activity. We will continue to work to ensure that people continue to benefit from participation in cycling throughout their lifetime as active recreation or as a way in which cycling is integrated into daily life.

To deliver the outcomes commissioned by Sport England British Cycling will continue to deliver and expand our Recreational programmes and activities. This will see the deployment of 10 full-time Recreational Managers operating around traffic free facility hubs.

Our Recreational activities to date have been delivered as a pilot project supported by Sport England as part of the Whole Sport Plan 2005-2009 to establish an easier stepping stone into the sport for new participants and to grow cycle sport. The focus to date has been around increasing the quantity and quality of organised non-competitive events opportunities to increase participation in cycle sport. The proposed intervention for 2009-2013 continues to support this area of work and in addition increase the number of opportunities for organised community coaching, leading and social activities for new participants.

In order to achieve this Recreational Managers are required to be deployed to create a new network of organised activities and opportunities to participate e.g. led rides and coaching sessions to bridge the gap between informal activities and organised events and club activities for adults (16+). Indoor Cycling will also be encompassed by the Recreation programme.

The Recreational Cycling Intervention is supported by Cycling's UK Coaching Plan which ensures there are appropriately qualified and experienced leaders and instructors operating from our network of Traffic Free Cycle Sport Facilities to provide opportunities for people to participate in appropriate organised activities.

British Cycling will: -

- Promote and encourage lifelong participation in cycling as part of an enjoyable and healthy lifestyle amongst all groups
- Create a nationwide vibrant community of active recreational participants facilitated through a programme of information, education, personal challenges and opportunities
- Promote and encourage all groups to participate in cycling as a leisure pursuit and to integrate cycling into daily life, such as riding to school, work, to the shops or socially.

Sport England Outcomes

- *More People participating in Cycling*

UK Wide Key Performance Indicators

- *Number of participants in outdoor non-competitive events*
- *Number of participants in organised led rides*
- *Number of participants in indoor events*

2.7.2 Partnerships

For British Cycling to achieve its Vision it is essential that it has strong relationships with the main delivery agents of sport, health and sustainable transport.

British Cycling will: -

- Engage with education establishments at all levels; primary schools through to Universities
- Engage with Local Authorities and Regional sporting structures covering joint initiatives and facilities
- Engage with the health sector and sustainable transport agencies and initiatives at a National, Regional and Local level
- Engage with other cycling organisations, where appropriate, to progress towards the delivery of the Vision

2.8 Facilities

A safe environment to participate has to be fundamental to a satisfactory sporting experience in any sport. Cycling is unique in terms of facility provision in that it has not historically had a 'home' for the sport and in order to increase satisfaction, sustain and grow participation there is a need to create a new network of traffic free cycle sport facilities with appropriate ancillary facilities to improve the quality of the cycle sport experience for all participants.

This network of National, Regional and Community traffic-free facilities is fundamental if the Vision is to be achieved, both in terms of increasing participation and future success in the International arena. The lack of suitable multi-disciplined cycling facilities throughout the UK is the single biggest barrier to young people, who currently participate in cycling as an informal social activity, progressing through to formal organised cycling activities which will engage and enrol them as active cyclists for life.

Alongside the development of traffic free facilities is the need for continued access to the public highway for events and competition, as well as for informal participation. A significant proportion of sport cyclists want to participate in cycle sport on the public highway and the availability and the safe running of those events is a fundamental part of improving the satisfaction of their sporting experience.

British Cycling will: -

- Create a comprehensive network of accessible traffic free multi-disciplined cycling facilities enabling the effective and safe delivery of cycling activities both at a Participation and Excellence level.
- Encourage and support clubs and groups who wish to develop new, or improve existing, facilities and infrastructure.
- Continue to work with the appropriate agencies to secure the long-term future and availability of sporting events on the public highway.
- Continue to work with the appropriate agencies to ensure the public highway is a safe environment for all cyclists.

Outcomes

- *A quantifiable increase in satisfaction in terms of the playing environment*

UK Wide Key Performance Indicators

- *Number of Traffic Free Cycle Sport Facilities*

2.9 Marketing

Our Marketing strategy will seek to create an informed and participating membership with a real sense of belonging to cycling and ownership and accountability for the delivery of the Vision. It will increase the public awareness of cycling as a sport, recreation and sustainable transport activity and the opportunities being created by cycling for all groups to participate in organised cycling activities. British Cycling will strive to influence policy decisions on cycling at the highest level and to influence future investment in cycling by current and potential stakeholders. British Cycling will seek to exercise influence on the World Stage by representation at World and European level through a programme that promotes, supports and develops international representatives on European and World bodies.

British Cycling will: -

- Improve communications with its members and the public by using a mix of traditional and modern media.
- Increase the popularity and public awareness of Cycling as a sport, recreation and sustainable transport activity and the opportunities being created by Cycling for all groups to participate
- Continue to lobby in an effective manner on issues that are important to cycling
- Seek to influence world cycling strategy and politics
- Create an informed and participating team of employees and volunteers with a real sense of ownership and accountability for the delivery of the Vision
- Engage with the commercial sector to secure sponsorship income for various elements of cycling

2.10 Corporate Governance

2.10.1 Introduction

Delivery of the Vision for Cycling relies upon the solid foundations of a lawfully established corporate entity and modern infrastructure. Establishing effective corporate governance is key to the delivery of sport.

Governance is not only concerned with financial acuity, but encompasses corporate ethics, in a climate when corporate and sporting scandals appear with increasing regularity. The role of the Board in safeguarding the organisation and minimising risk has been recognised at the highest level and is the subject of Codes of Practice and legislation emanating from a variety of government departments.

In this complex legislative and high-risk environment, the importance of effective corporate governance, supported by professional business administration cannot be underestimated.

Corporate Governance is the framework within which organisations are directed and controlled. Cycling recognises the importance of ensuring that our business activities follow best practice in corporate Governance and clear lines of responsibility, accountability, risk management and reporting are in place.

British Cycling will: -

- Promote and Protect Cycling through effective corporate governance and Professional Administration
- Adopt best practice in Corporate Governance in order to minimise organisational risk
- Work to modernise the infrastructure of the sport by developing clear strategic and operational plans
- Implement a regular and effective review process to ensure that the strategic plan is being successfully implemented and that the plan is still relevant for cycling
- Ensure that there are robust structures, systems, checks and reporting in place to best protect the interests of all stakeholders in the sport and that will stand the test of internal and external scrutiny
- Ensure that all involved with the Governance of the sport comply with the seven principles of public life: selflessness, openness, integrity, objectivity, accountability, honesty and leadership
- Develop and implement the most appropriate organisational structure to successfully implement the strategic plan and deliver the Vision

2.10.2 Business Effectiveness

It is increasingly important that British Cycling performs to the highest standards of administrative effectiveness. Sport and Business effectiveness will flow in a large part from effective corporate Governance and from the associated systems and procedures. Achieving the Outcomes and Outputs will in themselves be the indication that the underpinning governance framework and administrative processes are effective.

Cycling will: -

- Demonstrate that it has transparent and effective internal controls on its business activities

2.10.3 Finance

To achieve the Vision British Cycling will continue to source and increase levels of external funding and invest that funding within a framework of corporate governance, which can withstand fluctuations in funding levels.

Cycling will: -

- Maintain the financial stability necessary to underpin the delivery of the Vision
- Maintain and improve financial controls and procedures
- Monitor compliance with legislation
- Pursue the development of additional revenue generation sources to ensure long-term sustainability of cycling as a sport, recreation and as a form of sustainable transport

2.10.4 Human Resources

There is a rapidly growing realisation, underpinned by evidence from successive studies that in successful organisations, the adoption of human resource practices makes the difference between ordinary and extraordinary business performance. Practices alone do not create performance, however, they do help to create the building blocks of performance which are ability, motivation and opportunity. The way in which organisations manage their people, the skills of the managers, and the will of the individuals to give of their best for the organisation, are crucial factors in the delivery of the Vision. British Cycling is a knowledge based company and its performance depends ultimately on the knowledge, skills and motivation of the people responsible for delivering activities and creating opportunities for participation. This is the most important of Cycling inputs.

British Cycling will: -

- Identify and implement human resource best practice in order to harness human resource talent to deliver the vision
- Ensure that the right staff and volunteers, with the appropriate skill sets are in the right place at the right time in order to deliver the vision
- Ensure that our methods of operation are transparent, fair and just and comply with legislative minima.

2.10.5 Equity

British Cycling believes in the principles of sports equity by working to recognise inequalities and taking positive action to overcome them

British Cycling will: -

- Work to address any imbalance by continuing to develop new strategies to take cycling to those who have not traditionally seen it as their sport
- Ensure that cycling is accessible to everyone regardless of age, gender, creed, ethnic origin, economic position, disability or level of ability

2.10.6 Ethics

British Cycling believes in the principles of fair play in all disciplines. Fair play includes ensuring that all those who take part adhere to the rules of the sport and participate on a level playing field. British Cycling will strive to achieve a drugs free environment through a continuous education programme.

British Cycling will: -

- Continue to train officials to ensure a fair and equitable standard of officiating
- Maintain an effective, transparent and credible system to ensure the rules and regulations are adequately enforced and developed; and for dispute resolution.
- Publish a code of conduct for all participants and monitor compliance
- Police the sport both in and out of competition within a framework of procedures that deal with doping infractions in a timely and just manner
- Work with appropriate external agencies to develop and implement a continuous education programme for all participants, particularly young people, to ensure that they start and stay clean.

2.10.7 Child Protection

Our Child Protection policies and strategies will continue to strive to ensure that parents and carers view cycling as a sport where young people and vulnerable adults are free from harm and where child protection is an integral part of the culture

British Cycling will: -

- Continue to work with appropriate external agencies to ensure that any concerns are dealt with in an appropriate timely and transparent manner
- Ensure our recruitment policies comply with modern employment practice.
- Continue to develop and implement best practice in conjunction with appropriate external agencies to ensure the safe delivery of all cycling activities for young people and vulnerable adults

3. Summary

The Whole Sport Plan 2009-2013 sets out the future Vision and direction for British Cycling and aims to build on the foundations that have already been laid over the past Olympic cycle. British Cycling will continue to exploit all opportunities available, to strengthen and develop the infrastructure, focusing on the needs of the competitor or participant at all times.

Those involved in the delivery of the sport within the British Cycling recognise they have a responsibility for all who participate in any form of cycling activity at any level regardless of whether they are inside or outside the current scope of membership.

Those involved in the governance of cycling will use this Plan to set business and operational plans with clear objectives and measurable targets to ensure that British Cycling will: -

“Inspire participation in cycling as a sport, recreation and sustainable transport through achieving worldwide success”