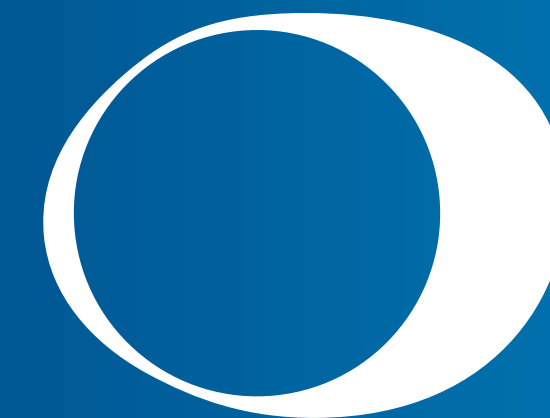


DEVELOPING A NATION OF CYCLISTS 2.0



SCOTTISH
CYCLING

Contents

What we do	03
Chair's Overview	04
CEO's Foreword	05
Success Stories	06
The Landscape	07
Golden Threads	09
Vision and Mission	10
How we will do it	11
Clubs	12
Growing Participation	13
Events	14
Places to Ride	15
People	16
Performance Development Pathway	17
Influence	18
Governance & Business Operations	19
The Future	20



What we do

Scottish Cycling is the governing body for the sport of cycling in Scotland, with circa 17,000 members and over 180 clubs.

We seek to grow the sport, regardless of what bike you ride, by supporting our network of local clubs to attract the coaches, leaders, officials, and volunteers needed to provide the opportunities for more people to participate in events and races, and realise their full potential.

We help riders to develop their talent in preparation for the world stage; help create world-class purpose-built cycling facilities across all disciplines, and improve both on- and off-road cycle networks.

Largely funded by sportscotland, we ensure that cycle sport is at the heart of national cycling policy, and that it is developed by a well-run and fully compliant governing body, in an open, inspiring and equitable way.

Not content with our mission to Develop a Nation of Cyclists by doing all of these things, we also collaborate with other cycling organisations - such as British Cycling and the organising committee for the UCI Cycling World Championships, which are being held in Scotland in 2023 - so that more people, from more backgrounds, cycle more bikes, in more places, more often.

“I don’t care what shape your handle bars are or how thick your tyres are; if your legs or arms move in circles, you are a cyclist.”

James McCallum, Scottish cyclist.



Chair's Overview

I was, and remain, impressed with Nick Rennie, who joined us as CEO in May 2021, when, after his first 100 days, his verdict was that our Strategy simply needed to evolve, not be re-written, and that we needed more focus, clarity and accountability as an organisation.

Whilst the short-term impact of COVID was that more people got on a bike, the danger is that this impact could be short lived. Accordingly, we focussed on working harder with Government and other relevant bodies to take advantage of their increased interest in cycling and its multiple

benefits (for health and well-being, and the environment), and to ensure that cycle sport is and remains at the heart of national cycling policy.

The Cycling Facilities Fund, which we manage along with sportscotland, has already allowed multi-million-pound investment in purpose-built cycling facilities across the length and breadth of the country, and our incredible Rock-Up & Ride programme is successfully removing the barriers which have historically prevented children from deprived areas getting the opportunity to enjoy being on a bike.

We are naturally delighted with the record medal haul from the 2022 Commonwealth Games in Birmingham, showing once again that our performance and coaching programmes are working well and that our athletes are fully deserving of their places on the Great Britain Cycling Team.

It will not have escaped your attention that the first fully combined UCI Cycling World Championships, the largest cycling event ever, is being held in Scotland in August 2023. We are very clear that this represents a unique and valuable opportunity to continue to drive change, not only for our 180 clubs and 17,000 members, but for the whole nation, including the very many amongst you who volunteer as coaches, leaders and officials. We are ensuring that we work hand-in-hand with the organisers so that the positive impact of the Championships continues to be felt long after the final medal is won.

This evolved Strategy, along with our new and dynamic branding, sets us up perfectly as we look to take the sport of cycling in Scotland forward.

Martin Cooke, Scottish Cycling Chair



CEO Foreword

When I joined Scottish Cycling just over 18 months ago, I was proud to join a successful sport and a successful Governing Body. With many exciting opportunities ahead of us, we need to build on the strong foundations and progress cycle sport to new levels of participation and performance.

Our performance programme continues to be successful, with an ever-increasing number of riders progressing to the Great Britain Cycling Team or professional outfits, and record medal hauls at the Olympic, Paralympic and Commonwealth Games over the last 18 months.

We need to harness these inspirational performances and riders to inspire the next generation to join our clubs, who are the lifeblood of our sport, and experience the thrill of racing at events that meet the needs of cyclists across the country, whatever their level of ambition or *raison d'être*.

At the other end of the spectrum we must continue to make the sport more accessible to people from all walks of life, and in-line with government ambition, give everyone who wishes to, the chance to ride a bike.

We have a strong, committed workforce, of both staff members and volunteers alike, and ultimately it is these people, many of whom will be reading this, that will help take cycling in Scotland to the next level.

There are number of fantastic opportunities for us as a sport, and if we want to make the most of them it is vital we act now. Scottish Cycling is in a great place, but we must be agile and adapt to the shift in landscape and the opportunities that are out there, at what feels like a once in generation moment.

Cycling is a truly transformational sport that has the ability to positively impact people from all walks of life. Whether it's commuting to work or riding a mountain bike with your children at the weekend, hanging out with your mates at the pump track or racing around a muddy field, cycling means different things to everyone who rides a bike, and we must recognise and cater for this.

Our job is to take the sport forward, make our community stronger and make cycling better for everyone, no matter your role or reason. Hopefully you'll join us on this journey.

Nick Rennie, Scottish Cycling Chief Executive



Success Stories

Since the first iteration of our Developing a Nation of Cyclists strategy was launched life has been very different to what was envisaged, but there have been significant successes across all areas of the business.

As we launch an updated version of this strategy we will look to build on this success, enhancing our sport in a variety of different ways.

First though we must recognise a number of successes that have and will have a big impact on cycling in Scotland for year's to come.

Record medal hauls at Olympic, Paralympic and Commonwealth Games

New Brand Identity

£8 million Cycling Facilities Fund launched

Over 36,000 participation opportunities since 2019

Minimum Operating Standards for clubs, to ensure they're safe places for all

Supported DMBinS to implement Strategy for Scottish Mountain Biking that will see £200 million of investment into MTB projects

The Landscape

A lot has changed since our original Developing a Nation of Cyclists strategy was created in 2019 – both in the wider world and within cycling. For a starter, the COVID-19 pandemic has changed the way we live our lives, not to mention the impact it has had, and continues to have, on our sport. For two years our focus became protecting the sport, supporting clubs as best we could to resume and then continue activity, our COVID Recovery Fund and Event Springboard Fund vital lifelines for many clubs and events.

Whilst organised cycling activity has taken a hit, it is well documented that the number of people riding bikes has risen – our job is to harness this enthusiasm and welcome those bike riders who wouldn't class themselves as 'cyclists' into our sport.

When the original version of our strategy was published, a collective UCI Cycling World Championships didn't even exist, never mind the prospect of it coming to Scotland in 2023 – this clearly changes our short term, and hopefully long-term aspirations.

Collaborating with the World Championships to deliver support programmes that harness the increased interest from cycling being in public eye like never before, is an unmissable opportunity and we must therefore work hard to use this inspirational event to grow the sport, both during and after the event.

Whilst our level of resource may be small, we can maximise our impact by working smartly, and collaborating with like-minded organisations. Collectively we can offer a greater number of high-level opportunities for people to participate, be that getting on a bike for the first time right through to elevated racing opportunities and everything in between. The power of the bike is huge, and we must make sure as many people as possible are aware of it.



The Landscape

In refreshing this strategy, we have also considered the strategies of partner and sector organisations when reworking our own road map, ensuring we know the spaces where we'll lead and the areas where we'll support and cheer the work of others. From sportscotland's 'Sport for Life' strategy to the Scottish Government's Active Scotland Vision, a joined-up approach, or in other words a 'one cycling plan for Scotland' is the way we'll all benefit the most.

We are also mindful of the wider cycling agenda, and it is great to see the governments increased commitment to active travel. Our internal collaborations have also strengthened, as we tap into British Cycling's expertise and renewed focus through their strategy through to Paris, linking in to Developing Mountain Biking in Scotland's (DMBinS) work in the mountain bike space, and with the launch of our charity, the Scottish Cycling Foundation, which will raise valuable funds to support key projects and remove the barriers to participation for people from all walks of life, recreational rider to elite cyclist.

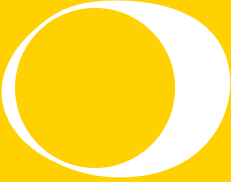
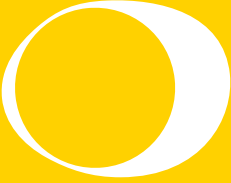
We have also taken a long, hard look at how events and competitions are planned and delivered, which involved significant input from our community. With a new events strategy in place this area of our organisational strategy also needs reworking, from grassroots right through to major international events. We want cycling events in Scotland to be bigger and better than ever before.

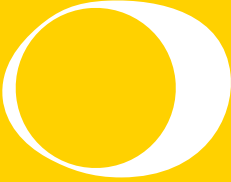
The work put into the original strategy still has a lot of merit in 2023 and beyond, but we wanted to take a bit of time to reflect the changes in the landscape we operate in and evolve what we already had to reflect this. In other words, this is an evolution not a revolution.



Golden Threads

Throughout everything we do, we commit to maintaining a number of core values, that inform how we want to do business, but more importantly are reflective of the Scottish Cycling community we are trying to both enhance and grow. By staying true to these values, we will be able to create a sport that is safe, welcoming, and set up for long-term success.

-  **Cycling is truly inclusive, offering opportunities for anyone and everyone to experience the benefits, and thrill, riding a bike can bring**
-  **We build our sport for a sustainable long-term future, contributing to a greener society as we strive towards net zero and beyond**

-  **Cycling is a safe place for everyone, particularly those who may be vulnerable, such as children and young people – we must have robust, ever-evolving policies and procedures in place that ensure we protect everybody’s well-being**
-  **Whilst we want to grow our sport, we are a membership organisation and so must strive to serve our members, clubs, and partners better, by increasing our engagement and dialogue with all those with a vested interest in our sport. Together we can have a bigger impact**



Vision:

DEVELOPING A NATION OF CYCLISTS

Mission:

To inspire the nation to participate in cycling and support the Scottish Cycling community to realise their full potential.
To lead and enable our members, clubs and partners to develop cycling for everyone.

How we'll deliver it:

To provide clarity in how we'll go about delivering our mission, we have broken it down into eight priority areas, which together will help us fulfil our ambitious, but achievable, new strategy. Whilst split into eight areas, it is clear straight away there is plenty of overlap, with most areas reliant on at least one other area to be truly successful. As an organisation, and community, we must all work together to fulfil our potential.



01

Clubs

The heart of our community

The What and Why

A network of inclusive and engaging clubs and groups are essential in providing opportunities for everyone to play their part in our cycling community, particularly looking at women & girls and adaptive cycling.

What success looks like

- An ever-growing network of thriving clubs and groups
- Growth in club membership
- Increased diversity across our membership

What we will do

- Provide excellent service to ensure strong relationships with all clubs
- Targeted support for clubs, aligned to their needs and aspirations
- Increase the capacity of our youth club network by developing new clubs that reflect local needs, ensuring Children and Young People experience less barriers to their participation in our sport
- Provide resources and tools to develop and sustain strong, well organised clubs
- Focused projects aimed at increasing diversity across our community, particularly looking at women & girls and adaptive cycling



02

Growing Participation

Cycling has the power to change lives, and is a sport for everyone

The What and Why

We will provide fun, friendly opportunities for everyone to take part in cycling and grow their confidence and skills. We will form sustainable links to our clubs and events to help our sport flourish.

What success looks like

- More participation opportunities
- Impact of participation opportunities is positive and encourages people to stay involved in cycling
- Our membership reflects the demographics of Scotland

What we will do

- Develop, implement and resource an action plan for the growth of women and girls in cycling
- Grow participation opportunities across Scotland through a diverse range of programmes, including a young people's programme.
- Grow our membership by improving the membership offer and promoting it across all of our programmes, clubs and events
- Ensure our community, and target groups (women & young people), have a voice within the organisation to help us shape our strategic direction in line with the needs of our members



03

Events

Everyone has the opportunity to experience the thrill of racing and achieve their best

The What and Why

We want to see more people racing, and we want to improve the quality of our events, making sure that every event is a positive and fun experience. Whether it's a Go-Ride race or National Championship, we want to give everyone the opportunity to achieve their best.

What success looks like

- High-quality and high-profile Scottish National Championships and Series events that showcase the best of Scottish racing
- An annual offering of British Championships and Series hosted in Scotland
- Scottish Cycling will deliver grass roots events that will give everyone the opportunity to experience the thrill of racing
- Explore new partnerships with other organisations, that ensure we are working together to deliver the best rider experience

What we will do

- Provide greater support for National Championships and Series, to elevate the events at the top of our pathway
- Develop and implement more training and development opportunities for event volunteers and officials
- Lead the delivery of Go-Ride race and grass roots racing opportunities, including showcasing new disciplines and event formats
- Deliver against the other outcomes outlined in the Domestics Events Strategy



04

Places to Ride

A purpose-built, safe space to ride, no matter what bike you choose

The What and Why

To develop a nation of cyclists we need to create world class, purpose-built cycling facilities that are progressive, accessible, inclusive and sustainable, whilst also improving our on and off-road cycle networks.

What success looks like

- £50m investment into purpose-built cycle sport facilities
- Facilities that connect with wider cycling infrastructure
- Identify and develop key tourism destinations for on and off-road cycle tourism
- Increased engagement from the cycling community in developing and sustaining purpose built cycling facilities

What we will do

- Look at the gaps to ensure we take a strategic approach to getting the right facilities in the right places, such as cross discipline 'cycle parks' in every region
- Deliver sector-leading partnership working to influence local partners, ensure our access to on and off- road cycling is maintained, so that purpose-built facilities are connected to wider cycling plans and infrastructure
- Gather evidence to demonstrate the impact that facilities have on removing barriers to cycling, giving everyone the opportunity and inspiring people to ride



05

People

Develop the inspirational people who make our sport happen

The What and Why

It is the commitment and dedication of our coaches, leaders, officials and volunteers that allows our sport to happen. Further growth of the sport requires us to work more closely with these people, supporting them to develop their skills, whilst also engaging and supporting new volunteers, allowing us to grow and diversify.

What success looks like

- More coaches, leaders, officials and volunteers
- High quality coaches, leaders, officials and volunteers
- Increased diversity in our volunteer workforce

What we will do

- Implement a new Coaching, Leaders, Officials and Volunteers strategy that supports growth, retention and diversification
- Collaborate with British Cycling to review our current coaching and officials education framework, with the aim of implementing a new framework that offers the opportunity for progressive learning
- Create and coordinate CPD opportunities for coaches, leaders, officials and volunteers that supports their ongoing development
- Recognise, celebrate and profile the impact and benefits that Scottish Cycling's coaches, leaders, officials and volunteers have on our community, and on themselves



06

Performance Development Pathway

Provide riders who have the capability of competing on the world stage with the platform to fulfil their potential

The What and Why

Scottish Cycling's Performance Development Pathway provides opportunities for riders to develop their talent in preparation for the world stage. Our pathway will create role models that inspire future generations to achieve their potential with integrity.

What success looks like

- Success on the world stage, including Olympic, Paralympic and Commonwealth Games
- Scottish riders represent +15% of riders on British Cycling World Class Programme
- Increased number of riders on UCI professional teams
- Ensuring the performance development pathway meets rider needs

What we will do

- Work with clubs, race teams and British Cycling to develop an aligned and integrated Performance Development Pathway
- Deliver Performance Development Pathway opportunities that supports progression onto British Cycling World Class Programme and professional teams
- Provide experiences for riders throughout their careers that supports well-being and promotes dual career progression
- Strengthen the regional element of the pathway



07

Influence

Play a proactive role in ensuring cycle sport is at the heart of national cycling policy, making cycling a sport for life

The What and Why

The 2023 UCI Cycling World Championships presents a once in a generation opportunity to deliver a lasting impact by inspiring people to take part in cycle sport. Cycling contributes to many major policy areas in Scotland such as health & well-being, economy, environment & transport. Scottish Cycling can, and does, have a significant part to play in the delivery of many of these outcomes, through the power of sport.

What success looks like

- Cycle sport is a key strand in any Scottish Government strategic plan for cycling
- We are recognised as a key contributor & credible delivery partner in the cycling landscape
- Increase in cycling participation as a direct consequence of 2023 UCI Cycling World Championships
- Scottish Cycling is involved in, and capitalises on, attracting major cycling events to Scotland

What we will do

- Connect with and influence key stakeholders to ensure Scottish Cycling has an active role in the development and delivery of national policy
- Collaborate with key partners to build strong relationships with tangible shared objectives
- Clarify the role of sport in the cycling landscape and identify when to lead, champion or cheer



08

Governance & Business Operations

Ensure best practice in all we do

The What and Why

A well run, properly resourced and fully compliant governing body, supporting its members and their needs. Only by achieving this will Scottish Cycling be a key player in the sporting landscape and, continue to grow and deliver on its business objectives.

What success looks like

- A diverse and inclusive Board with the necessary skill set to oversee the organisation as it continues to grow
- A Business Operations team, with the relevant skills and experience to support the day to day running of the organisation
- Scottish Cycling has sufficient financial resources to ensure its long-term viability and is fully compliant with all relevant legal and financial regulations
- Ensure equality, safeguarding and sustainability are embedded in all our policies and procedures, setting the standard for others to aspire to
- Attract, develop and retain a diverse and inclusive staff team, ensuring that Scottish Cycling is a great place to work

What we will do

- Develop a Board with the necessary skills to manage the organisation efficiently and effectively
- Review the roles, responsibilities and skills of the Business Operations Team, ensuring they align with current business needs
- Implement robust financial management and regular reporting
- Create, implement, monitor and review policies and procedures to ensure Scottish Cycling is not only compliant with current legislation but up-to-date with best practice
- Create a competitive salary and benefits package, develop a positive organisational culture and provide development opportunities that make Scottish Cycling a great place to work



The Future

By presenting an updated strategy we hope to provide our members, stakeholders and everyone involved in our community with clarity on what Scottish Cycling is hoping to achieve, and how we're going to go about achieving it.

Internally, it will provide the whole organisation with focus and accountability, as we strive to serve the sport as best we can with the resources we have. We have to be realistic, because as much as we'd like to, we can't do everything, and so therefore have to think strategically and act with real purpose.

Underpinning all of this though is our fantastic Scottish Cycling community, without whom none of this would be possible. From commissaires to coaches, marshals to mum's and dad's, it's the people on the ground who truly make our sport happen.

Working together with a clear set of goals, we truly believe we can take the sport to the next level in Scotland, and continue to punch well above our weight across the board, from performance to participation and everything in between.

If, like us, you love cycling – and let's face it, if you're reading this you probably do – then work with us to take the sport forward.

Together we can achieve great things.



sportscotland
the national agency for sport

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