British Cycling

NorthWest Region

Our strategic plan 2022 - 2025

BRITISH CYCLING

Lead **our sport**

Inspire **our communities**

A word from our Regional Chair

Our 3-year Regional Delivery Plan for the development of cycling in the NorthWest region is described in these pages. It sets out our key priorities both in the long and short-term about how we plan to recover cycling in all its forms from the Covid19 Pandemic and sustainably grow cycling disciplines by leading, delivering, facilitating and championing events and activities across the Northwest region. We won't do all this ourselves but work with a wide variety of partners, stakeholders and importantly our valued volunteer base to achieve our aims. If you have cycling in your life, I encourage you read through our plans and support us in developing cycling across the Northwest region.

Alan Gornall – Northwest Regional Board Chair

A word from our Regional Manager

Myself and the staff team are committed to making the NorthWest Region the flagship region in the country. Through delivery, facilitation and championing, we will strive to achieve the actions contained in this Regional Delivery Plan creating a diverse cycling community that reflects the profile and population of the Northwest. We will return cycling to pre-pandemic levels and then deliver sustainable developments to grow cycling activity against the seven pillars of the British Cycling Strategy.

Come on this journey with us!

Rob Pickering – Regional Manager North West/North East

Our **Purpose**

“Lead our sport, inspire our communities”

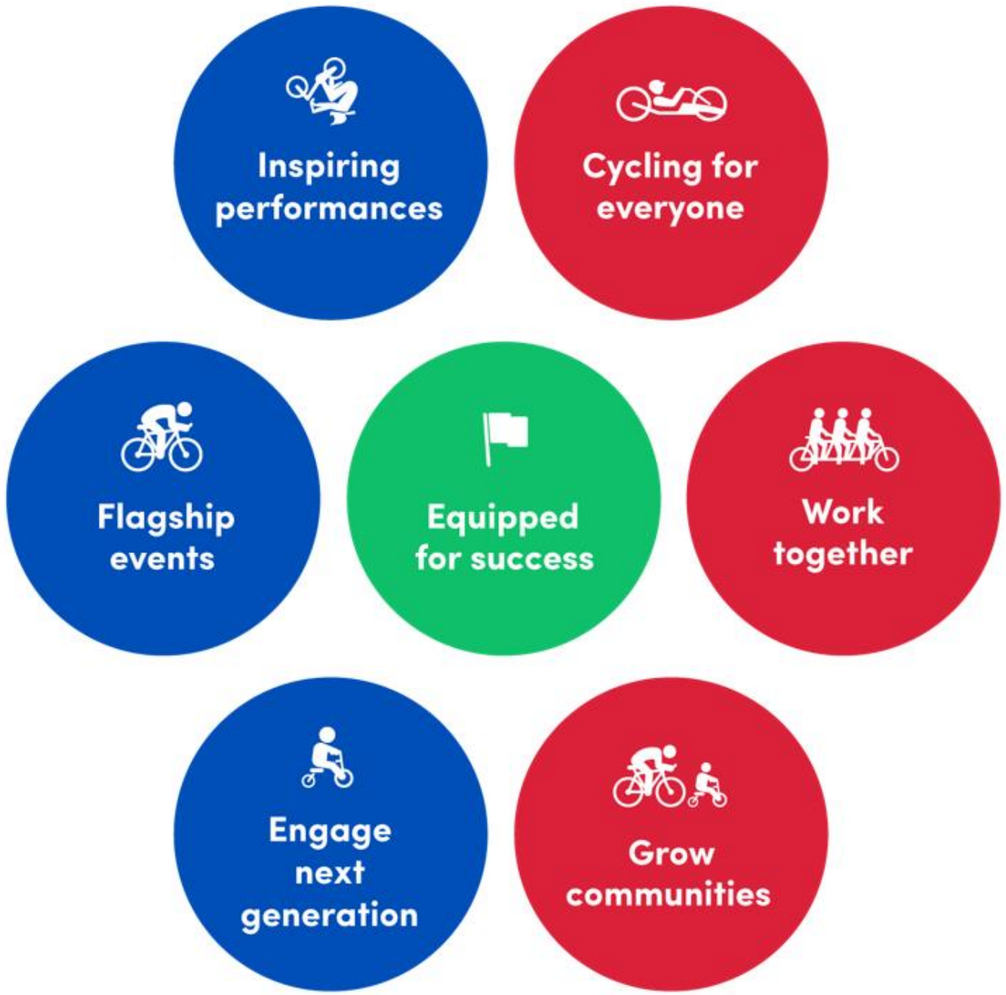
Our **Principles**

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

Our **Values**

Passion, Unity, Innovation, Integrity

Strategic priorities



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

Priority	KPI Measure	2019 Baseline	2022 Baseline	2023 Target	2025 Target
Growing Communities	# of Affiliated Clubs	*227*	212	235	280
	# of affiliated Go-Ride Clubs	*43*	43	65	80
	Membership % penetration	*40*	39.8	42	50
	Total NW Membership	*15830*	14658	15500	25000
	% of Female Membership	*17*	16.6	18	25
	# of Female Race Entries	*8368*	4453	6000	7500
	% of Female Race Entries	*30.3*	18.3	20	25
	Let's Ride Throughput	*36004*	2850	36000	40000
	# of Events	*629*	132	600	800
	Event Throughput	*21241*	19404	22000	25000
Inspiring Performances	Overall coaching throughput	*27360*	11469	5000	10000
Engage the Next Generation	U14 Club Membership	*n/a*	643	700	1000
	U18 Club Membership	*n/a*	1002	1100	1500
	U18 Membership penetration %	*5.9*	8.5	10	15
	No of Go-Ride Races	*201*	n/a	150	250
	Go-Ride Race Entries	*3654*	2339	3000	5000
Cycling for Everyone	# of Coaches	*814*	467	480	550
	# of Leaders	*847*	885	900	1000
	# of Officials	*304*	228	250	350
Working Together	No of Partnerships	*4*	2	3	5

Northwest Region strategic priorities 2022-2025

Inspiring performances

- Develop a network of City Academies across the Northwest.
- Working with the Talent team, maximise opportunities to use Northwest cycling facilities to develop Regional Schools of Racing/Talent Development Centres for BMX Racing / Freestyle & Mountain Bike whilst growing participation in Road.
- In conjunction with the Talent Team, further develop the Northwest Regional Road Racing Academy, improve links to the Road talent pathway & Education & support through a strong Northwest Youth League & Go-Ride Racing offer.
- Increase, develop & diversify the team of cycling coaches / club coaches across the region to support the talent pathway
- Utilise opportunities to expand the Disability Hub network in the Northwest & work with the Talent team to integrate into the Para Talent Pathway.

Cycling for everyone

- Drive maximum participation in all British Cycling community ride programmes and ensure signposting is effective into clubs/groups and the talent pathway
- With partners, work with underrepresented communities to understand the barriers to cycling & create tangible, sustainable cycling offers that allow people to adopt cycling as part of their daily lives
- Maximise & utilise the work of the Northwest Region Diversity & Inclusion (D&I) Advisory Workgroup to ensure D&I is at the heart of all decision-making and event/activity delivery & changes the image of cycling & branding to engage more people into the sport.
- Implement the Discipline Plans as far as they touch the priorities in the Northwest Region.
- Create compelling cycling discipline event calendars that have opportunities for all ages, sexes and categories

Work together

- Position the Northwest Regional Board & team so that it has the maximum reach to members & non-members offering clear, regular communication of Regional Delivery Plans, events and activities.
- Grow & diversify the volunteer base across the Northwest Region and implement strategies to recruit, retain & reward based on the ethos of ‘larger volunteer base, lower commitments’
- Maximise the effectiveness of existing partnerships & identify & develop new ones that enhance the ability to deliver against priorities in the Northwest Region

Flagship events

- Maximise community / cycling development plan legacy through the delivery of flagship events across the Northwest region
- Position the Northwest Region as one that regularly hosts international and national events and maximise attendance at the Northwest's world class facilities
- Support & promote non-Olympic cycling disciplines such as Cycle Speedway

Engage next generation

- Increase the number of Go-Ride clubs in the Northwest and ensure they have effective entry signposting & are embedded in local communities
- Use a range of recreational events & activities to introduce young people to cycling & provide opportunities to learn to ride & develop cycling skills
- With partners & stakeholders, develop & implement a diverse, young volunteer model & pathway & support through the development of educational programmes

Grow communities

- Grow the British Cycling Northwest membership to 25,000 by 2025 using innovative strategies & tangible, compelling offers
- Increase the number of female members to 25% of the total by 2025
- Develop a network of City Cycling Hubs in major Northwest cities & towns that have communities at their heart.
- Increase awareness of the full range of excellent cycling & Places to Ride facilities across the Northwest & maximise their usage
- Engage with & support Northwest cycling clubs & groups and in so doing, grow a diverse membership, and in particular, young people.

Equipped for success

- Implement an effective communications plan for the Northwest region to better engage with members & encourage potential new members to join British Cycling
- Uphold the highest standards of governance across the Northwest region ensuring all volunteers are effectively inducted to British Cycling & receive on-going training
- Implement and oversee a dynamic risk management system and robust risk register for the Northwest regional area

Northwest Region strategic priorities 2022-2023

Inspiring performances

- Working with the Talent team as lead, create the optimum Northwest environments for the development of Road, Track, Mountain-biking, BMX (Racing & Freestyle) to grow talent participation to pre-pandemic levels
- Grow & develop the team of volunteer club / cycling coaches to support the talent pathways
- Through stronger club engagement, better signpost the discipline talent pathways within clubs & groups.
- Support the Talent team to best utilises the Disability Hub at Tameside & seek to develop a 2nd Disability Hub at Seashell Trust
- Further integrate & develop the NW Regional Road Racing Academy into the wider talent pathway giving the greatest opportunities for talented riders at junior & U23 level.
- Implement a City Academy in Manchester.

Flagship events

- Work with the range of organisers & volunteers to develop a compelling set of discipline racing calendars. Give particular focus to the Road calendar under the remit of the Northwest Board & provide a better geographic spread, events for everyone & reintroduce road racing to Cheshire.
- Implement cycling development legacy plans from the 2022 Northwest National Series road events in Lancaster, Isle of Man, Colne, CX in Westmoreland & the Cycle Speedway European Championships.
- With Manchester Active, plan for the reopening of the NCC Velodrome and work with Major Events to secure international & national Track & BMX championships in 2023

Equipped for success

- Working with the Northwest Regional Board, prepare an effective communications plan that better engages with members & introduces potential new members to British Cycling
- Implement the British Cycling Governance Guide & induct and train new & existing Board members & volunteers
- Implement and oversee a dynamic risk management system and robust risk register for the Northwest regional area

Cycling for everyone

- Maximise participation in Breeze & Guided Rides across the Northwest & utilise partner relationships with Forestry England, Canal & Rivers Trust & local authority parks & facilities to grow participation.
- Target Pedal Party pop-up events in locations such as Manchester, Wigan & Tameside that allow for engagement with under-represented communities that increase opportunities for people to cycle
- Deliver the Manchester Cycle Nation test & learn project and incorporate learnings from the pilot into other events & activities.

Engage next generation

- Through the club engagement plan, increase the number of Go-Ride clubs in the NW and support through a reinvigorated programme of Go-Ride racing in 2022.
- Roll out Pedal Party pop-up recreational events in Manchester, Wigan & Tameside to introduce young people to cycling, connect them to clubs & groups & the talent pathway.
- Design & implement a young person's volunteer programme & test in a pilot location.

Work together

- Re-design the partnerships with Manchester Active / Active Tameside to ensure a clear fit with the British Cycling strategy & partner priorities
- Pursue potential partnerships with Transport for Greater Manchester (TfGM), Wigan, Wirral, Isle of Man & Cumbria unitary & district councils
- Using the National Volunteer Strategy, prepare a Northwest volunteer action plan that grows the volunteer base across all roles against the ethos of ‘more people doing less’ & implement an improved recruitment, retention & reward system.
- Implement a Northwest club / group engagement plan that brings club activity closer to the talent & cycling pathways & provides for a potential growth in the volunteer base.

Grow communities

- Using innovative approaches and tangible offers, Increase the Northwest British Cycling membership to 15,600 (+5.5%) & the proportion that are female to 20% (from 17%)
- Develop & implement a City Hub model using Manchester & Wigan as the pilots & take learnings from these roll-outs into other locations.
- Complete all Places to Ride projects in the Northwest & work with the owners to promote the facilities & deliver exciting cycling development plans.

Inspiring performances

Sustain inspirational global elite cycling success

Access to world class coaching, facilities & Athlete support

1 Utilise international quality facilities in the Northwest accompanied by the wider, highly trained coaching network to support talent pathways.

2 Develop a Northwest network of City Academies to support the growth of the talent pathways.

Heighten rider experience, welfare and performance

1 Provide a holistic experience for riders which whilst focusing on coaching & skill development, suggests & signposts riders to 'out of saddle' development opportunities.

2 Ensure all riders understand & comply with the basic safeguarding standards

Diversify international medal success

1 Through the developed network of city hubs & new Go-Ride club growth, expand the reach of British Cycling into under-represented communities & ensure they have equal opportunity to progress into the talent pathway.

Develop an inclusive pathway of talented riders

1 Link the Northwest Regional Academy to the road talent pathway to better facilitate a throughput of riders.

KPI's

1 *Number of city academies established*

2 City Academy throughput, including Female, Ethnically Diverse, and Disabled participation

Grow communities

Grow and serve our cycling communities

Grow and diversify British Cycling membership

1 Through increased club & group engagement, build & support effective relationships that foster potential growth in British Cycling membership.

2 Through the network of city hubs & the community approach to coaching, work with people previously not engaged with to facilitate growth in British Cycling membership.

Growth of affiliated clubs & groups

1 Through the club & group engagement plan, target increased growth of new Go-Ride clubs

2 Better link clubs & groups to the range of cycling facilities & city hubs in the Northwest.

3 Through greater engagement & communication, grow the number of club event organisers & volunteers.

Develop our disciplines through accessible programmes, clubs and events

1 Increase the variety & number of 'have a go' sessions across MTB, BMX, road & track to stimulate participation in these disciplines.

2 Implement a 2022 Summer of Cycling in the Northwest & showcase different cycling disciplines.

KPI's

1 *Increase in the number of affiliated clubs/groups and their membership*

2 Recover to 2019 baselines for overall coaching, community programmes and events

3 Increase in Female + u18 event entries

4 Increase in British Cycling membership

Grow communities-Discipline growth

Grow and serve our cycling communities

BMX

1 Use legacy plans from national / international BMX events at the NCC to facilitate BMX club growth.

MTB Endurance

1 Prepare a Mountain Bike discipline plan for the NW

2 Prepare a Mountain Bike development plan for Manchester utilising the new & existing Places to Ride facilities.

MTB Gravity

1 Prepare a Mountain Bike discipline plan for the Northwest

2 Prepare a Mountain Bike development plan for Manchester utilising the new & existing Places to Ride facilities.

BMX Freestyle

1 Develop a compelling BMX offer at Junction 4 Skatepark, Blackburn & link into the national plan.

Cycle Speedway

1 Support cycle speedway in the NW & link pathway to other disciplines.

2 Support & champion the European Championships 2022.

Cyclo-cross

1 Forge stronger links with the Northwest Cyclocross Association to facilitate the growth of the discipline.

Road

1 Prepare & deliver a strong road event calendar in 2022 & further enhance the geography, gender mix & categorisation for 2023.

Track

1 With partners, prepare a 'return to activity' plan for the National Cycling Centre Velodrome for August 2022.

KPI's

1 *Increase in the number of affiliated clubs/groups and their membership*

2 Recover to 2019 baselines for overall coaching, community programmes and events

3 Increase in Female + u18 event entries

4 Increase in British Cycling membership

Engage the next generation

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

Engaging cycling activity to reach the next Generation of young cyclists

1 Roll-out delivery of Pedal Party Pop-Up cycling events in Manchester, Wigan & other Northwest locations.

2 Reinvigorate Go-Ride Racing in Manchester at a variety of locations & feed into the Go-Ride club network.

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

1 Develop new Go-Ride clubs across the Northwest through targeted club engagement & with partners, through cycling facility development plans.

2 Better engage with existing Go-Ride clubs & form a Northwest network to share best practice / event coordination.

3 Explore & deliver Holiday Activity Fund events in partnership locations.

Access to traffic free facilities & active environments

1 Working with partners, maximise the use of the Northwest cycling facilities to promote cycling for children & young people – Wythenshawe Park, National Cycling Centre, Manchester, new NW Places to Ride facilities

2 Work with Local Authority partners to better utilise park & leisure centre locations for cycling.

KPI's

1 *U14 and U18 affiliated club membership*

2 Increase U18 BC membership penetration

3 20% increase in the number of Go-Ride clubs

4 Number of Go-Ride Races and throughput increase by 25% annually

Flagship events

Host world class major events to excite and inspire

Connected pathway of customer focussed events supporting the major events portfolio

1 Maximise international & national events at the National Cycling Centre.
2 Integrate & link recreational, community events in the Northwest to major cycling events.

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

1 Produce legacy programmes for all Northwest national / international events – Lancaster GP, Colne GP, Isle of Man Series, National Cycling Centre international track & BMX events.
2 Link local clubs, groups, schools & communities to major events.

Build a portfolio of major events across multiple disciplines

1 Deliver high quality, sustainable, 'go-to' major events across the Northwest and work with organisers of all NW national & international level events to incorporate legacy programmes.
2 Ensure the geography of the Northwest is represented equally in terms of major event activation.
3. Promote and agree a legacy programme for the 2022 European Cycle Speedway Championships.

KPI's

1 *Increase the total number of events*
2 Legacy framework for harnessing major events

Cycling for everyone

Ensure that cycling is open to everyone

Inclusive, positive culture in our sport

1 Work with partners & local communities to give people from all backgrounds opportunities to involve cycling in their lives.

2 Learn from community projects such as Cycle Nation & better understand the barriers to cycling.

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

1 Explore ways of reaching a more diverse community of volunteers that is reflective of the Northwest.

2 Develop & implement a young volunteer programme in the Northwest.

Ensure the delivery of #OurRide

1 Integrate the delivery of #OurRide into all regional planning & event activity & incorporate advice & ideas form the Northwest Diversity & Inclusion Advisory Workgroup into priority delivery.

Improve representation across our governance structures

1 Weave equality, diversity & inclusion across all priorities, plans, events & activities.

2 Utilise the Northwest Board Diversity & Inclusion Advisory Workgroup to influence Northwest regional planning.

3 Continue the work to diversify the Northwest Board membership and that of British Cycling membership across the Northwest to better represent the population characteristics of the region.

KPI's

1 *Number of Inclusive Clubs*

2 Diversification of coaches, leaders and officials

3 Double the number of female coaches

Work together

Work together with everyone who makes cycling happen

Volunteer growth, retention & empowerment

1 Through increased, engaging & targeted communication of volunteer opportunities, broaden the volunteer base across the Northwest Region.
2 Using the National Volunteer Strategy, seek out more effective ways of recruiting, retaining, rewarding & communicating with Northwest volunteers via a Northwest Volunteer Plan.

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

1 Work with existing & identify new partners to assist in the delivery of the British Cycling strategy and Northwest regional priorities.
2 Review activity locations to better reach under-represented communities, engaging them in cycling.
3 Work towards the development of strategic partnerships across Greater Manchester (TfGM, GMCA) that better reach an increased population.

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

1 Further invigorate the event volunteer base across the Northwest, creating a 'Northwest Team' approach and ethos.
2 Build in sustainability into the volunteer base using the approach 'more volunteers, less commitment'.

Collaborate with public partners & landowners to enable people to cycle

1 Work with the wider range of partners e.g., Canal & Rivers Trust, Forestry England, Local Authority Parks to identify new locations for cycling.
2 Work with partners to encourage new locations for cycling facilities across the Northwest that better meet demand.

KPI's

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

Equipped for success

Deliver our strategy effectively and efficiently

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

1 Build a high performing Northwest team that is trained & equipped to deliver the priorities contained in the Northwest Regional Delivery Plan.

2 Ensure all team members believe in the BC values and have personal development plans to support this and their work.

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

1 Ensure all staff & volunteers are aware of their safeguarding responsibilities & deliver training as required.

2. Adopt a risk-based approach to understanding the various challenges associated with affiliated clubs and groups across the Northwest region and in the wider delivery of Northwest priorities.

3 Implement and oversee a dynamic risk management system and robust risk register for the Northwest regional area

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

1 Deliver the regional governance guide in the Northwest region via the work of the Northwest Board.

2 Ensure all Board Members are inducted & trained as required to carry out their roles.

KPI's

1All staff Personal Development Plans in place

2 Risk register in place for every region

3 All boards operating in line with Tier 1 Code for sports governance

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