

# OUR STRATEGIC PLAN

2021 - 2028



# A WORD FROM OUR CHAIR



**Tēnā koutou katoa,**

**As New Zealanders, we are proud of our country's vast cycling history and heritage. We have an immense ecosystem that reaches all parts of our country. Looking forward, we see an even greater potential for cycling in our country, and to deliver on that we seek alignment across our community to help grow cycling in New Zealand.**

To support the development of cycling we engaged all sectors and partners to understand their views, needs and vision for cycling. What became clear from that feedback, was that at our core we share a common purpose for unlocking people potential, and a vision of a thriving community across the sport of cycling. Achieving the potential this offers needs to be a team effort and will require all of us to play our part.

The opportunity for Cycling New Zealand to play our role covers four broad strategic focus areas:

**PERFORMING:** Achieving inspirational performances from High Performance programmes that deliver success on the world stage.

**PARTNERING:** Working together with partners, both core and in the wider ecosystem, to achieve outcomes.

**PROVIDING:** Providing a platform that enables participation and competitive racing through high quality events.

**SUPPORTING:** Ensuring clear pathways exist within our sport to support athletes, coaches and communities.

We encourage you all - athletes, coaches, schools, clubs, volunteers, parents, and fans to embrace this purpose and to play your part in bringing it to life. Our promise to you is that we will play ours. Let's go!

Ngā mihi,  
**Tony Mitchell**

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# FOREWORD FROM OUR CEO



**Kia ora koutou,**

**As a national sport organisation we considered where we could have the most impact before charting the course that would lead to growing a thriving community across the sport of cycling.**

Over many months of internal and external consultations we realised that we can best serve our broader cycling community by focussing our collective energies on all that is the sport of cycling. With a clearer mandate, we can now bolster the ecosystem we belong to through enhancing our High Performance programmes and pathways, reinforcing our partnerships, boosting our quality experiences and strengthening our organisational capabilities.

As we roll out our Strategic Plan that will guide us over the next few years, we must recognise that to become a thriving community across the sport of cycling, we must continuously live and breathe our values in a way that will unlock our collective potential.

Guided by our **Purpose, Vision** and **Values**, I am very much encouraged by what the future holds for our sport in Aotearoa. Should we all make the conscious decision to harness the potential that all of us have in posing positive actions every day that will progress our sport, we will then truly possess a thriving community that embraces all our sport's diversities. That is an exciting thought.

Let's get out there and ride with purpose!

Ngā mihi,  
**Jacques Landry**

# OUR JOURNEY

**In September 2019 the Senior Leadership and Board Members met to start mapping the route that would guide us down the road to 2028.**

Over the following months, with significant member consultations across our vast ecosystem, we landed on our purpose.

From finding our purpose, we continued down the trail mapping the course that would guide us on our journey to collectively build a thriving community across the sport of cycling, leveraging our ability to unlock people potential.

**OVER  
300  
consultations**



**18  
MONTHS  
of planning**



**Work with  
2 TOP  
industry  
consultants**



## OUR PURPOSE

What motivates us to get on our bikes every day.

## OUR VISION

What we intend to accomplish.

## OUR VALUES

What keeps us grounded.



**WHY WE DO WHAT  
WE DO, TO GET US WHERE  
WE WANT TO GO**

# OUR PURPOSE

At the heart of our purpose is seeing the value in people for who they are today and who they could become tomorrow.

**Our view is that to unlock people potential we must always focus on the way we inspire through Performances, Partner with others in our ecosystem, Provide opportunities to grow and Support through ensuring that strong systems are in place.**

We see potential in all ages and all people, all stages of the sport and in all forms of cycling.

We see people potential in every aspect that our sport provides; from growing capability in the club structure, mechanics preparing race bikes, coaches working with teams, commissaires overseeing race conduct, athletes performing on the world stage, to delivering events that support riders and officials to reach their full potential.



**UNLOCKING PEOPLE  
POTENTIAL**

# OUR VISION

Our vision is to create and sustain a thriving community across the sport of cycling. We will champion and own this vision for the benefit of all in our cycling community.

Through our leadership we will drive alignment to ensure that our collective actions and behaviors are underpinned by our capacity to remain honest, respectful and collaborative. It is through these actions that we will all play our part in building a **thriving community across the sport of cycling**.



# A THRIVING COMMUNITY ACROSS THE SPORT OF CYCLING

# OUR VALUES





# OUR STRATEGIC 2021-28 PRIORITIES

Just as we will always be driven to unlock people potential through the strategic pillars of **Performing**, **Partnering**, **Providing** and **Supporting**.

Throughout 2021-28, we intend to reinforce our strategic pillars by focusing our energy on these priorities.

PERFORMING

PARTNERING

PROVIDING

SUPPORTING

**HIGH PERFORMANCE** Programmes and pathways

**PARTNERING** across our ecosystem

**QUALITY EXPERIENCES** through direct delivery and guidance

**ORGANISATIONAL CAPABILITY** – Resources and expertise for all codes

# HIGH PERFORMANCE PROGRAMMES & PATHWAYS

## UNLOCKING PEOPLE POTENTIAL THROUGH THEIR CHOSEN CYCLING CODE

**Our role is to provide clear High Performance Programmes and Performance Pathways that enable people to unlock their potential through their chosen cycling code.**

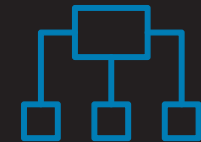
We want to continue to build High Performance programmes that deliver on the world stage as well as ensuring clear pathways exist within the sport to support athletes, clubs, coaches and commissaires.

For New Zealand to systematically and regularly gain international medal success across all cycling codes we need to change and adapt how our High Performance and Pathway programmes are brought to life. We will do so by focusing on...

**People**



**Systems**



**Resources**



**Events**



# HIGH PERFORMANCE PROGRAMMES & PATHWAYS



## People

- Design and implement support strategy
- Create system wide IPP implementation
- Provide role clarity and alignment
- Value athlete experiences



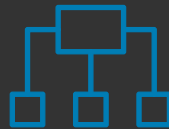
## Systems

- Enhance knowledge of events
- Develop and implement athlete, coach and commissaire pathways
- Optimise planning through shared tools, well communicated and understood



## Events

- Determine a framework targeting at Olympic and Paralympic events
- Collaborate with all of our funding partners
- Effective knowledge sharing across departments



## Resources

- Build stronger equipment provision partnerships
- Align and recognise sponsors
- Update facilities strategy based on growing the sport
- Provide a safe world class environment



## Outcomes

- ✓ Medals per Olympics/ Paralympics and International competitions
- ✓ Growth in Commissaires and coach numbers
- ✓ Athletes, feel engaged and supported
- ✓ Cycling New Zealand seen as a strong and inclusive sport

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# WHAT HIGH PERFORMANCE PROGRAMMES & PATHWAYS MEANS TO ME AS...

## **An Athlete**

- I'm competing and training in a safer environment.
- I know what is expected of me.
- I know where I fit in the athlete pathway and how I can progress.
- I am provided with the support needed to perform to the best of my abilities.

## **A Commissaire?**

- I am aware of the development opportunities available to me.
- I am provided the support and resources to continue to grow.
- I am working in a sport that really cares about people and my wellbeing.

## **A Coach**

- My time and commitment is valued, and I feel supported to achieve my potential.
- I feel I am part of a team rallied around one purpose.
- I know what my athletes expect from me.
- I am working in an organisation that really cares about people and my wellbeing.

## **A Cycling New Zealand Employee**

- I am proud to see New Zealanders succeeding on the world stage.
- I make a difference.
- I feel part of one team rallied around one purpose.

## **A Funding Partner**

- I see myself as a true and critical performance partner.
- I am confident in the degree of investment into cycling.
- I am confident of what Cycling New Zealand is accomplishing to serve the greater good of increasing physical literacy in New Zealand.

## **A Sponsor or Commercial Partner**

- I am receiving great visibility for my brand through numerous Cycling New Zealand activities.
- I feel like Cycling New Zealand's success is my success and vice a versa.
- I am proud to be part of an ecosystem that cares about their people.
- I feel a sense of pride being associated with a successful cycling sport ethos.

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# PARTNERING

## COLLABORATION & RESPECT ACROSS OUR ECOSYSTEM

Partners across our ecosystem respect and value each other's roles, choosing to collaborate and add value to the sport of cycling.

We strive to achieve optimal symbiosis within the partner ecosystem which will be achieved by...

Promoting



Engagement



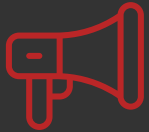
Supporting



Understanding



# PARTNERING



## Promoting

- Telling our collective story
- Effectively communicating what we do and how we do it



## Engagement

- Building strong relationships
- Implementing and maintaining a partner engagement plan
- Creating communication plans that consider all who are in ecosystem



## Supporting

- Understanding and agreeing on effective support resources and mechanisms
- Collaborating on collective outcomes through formalised partner agreement



## Understanding

- Increasing dialogue and contact with all
- Identifying shared and individual needs



## Outcomes

- ✓ Measured increase in earned media
- ✓ Shared satisfaction among Member Organisations
- ✓ Members feel engaged and valued
- ✓ Committed partners and sponsors

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# WHAT PARTNERING MEANS TO ME AS...

## A Member Organisation, Club or an Individual Member

- Our activities and experiences are able to be shared with a broader audience.
- Through partner agreements we strive for the same collective outcomes.
- I believe we have a member structure that caters for all those who connect, support, participate or compete in the sport of cycling in New Zealand.

## A Cycling New Zealand Employee

- I am working in an organisation that communicates effectively to keep every actor in the loop.
- I am part of a team that prioritises engagement with the whole cycling ecosystem.

## A Funding Partner

- I value each exchange with Cycling New Zealand and their members.
- I challenge Cycling New Zealand to continually improve and I welcome the same from Cycling New Zealand.

## A Sponsor or Commercial Partner

- I am happy to be an active partner in the cycling sport journey.
- I feel like I am part of the collective cycling story.
- I am honoured to be associated with an organisation that gives growth opportunities to its people.

# QUALITY EXPERIENCES

## ATTRACTING & RETAINING MORE PEOPLE IN THE SPORT OF CYCLING

**High quality experiences are essential to keep people in the sport and to attract new people to cycling. These experiences can be delivered directly by Cycling New Zealand or through partnership agreements with our Member Organisations, through our clubs, or other external providers.**

Quality experiences include safe, fair, appropriate, accessible and enjoyable events, increased capability in the sport, member structures that cater for all those who connect, support, participate or compete in the sport of cycling in New Zealand. Visible and supported pathways for riders, coaches and officials also ensure quality experiences.

By delivering high quality experiences, we will retain more people in our sport, we will provide value and recognition and we will attract more people; therefore bringing more visibility to cycling.

For people to have high quality experiences in the sport of cycling, our focus will turn to...

**Capability**



**Events**



**Systems**

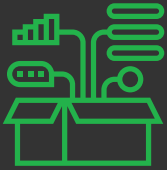


**Resources**



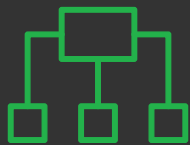


# QUALITY EXPERIENCES



## Capability

- Unlocking the potential in coaches and officials
- Supporting the cycling ecosystem to move forward safely
- Raising awareness and the understanding of what makes a great event



## Systems

- Building a sustainable club and Centre ecosystem
- Creating a fit for purpose membership structure and system
- Supporting a comprehensive development plan for coaches and commissaires



## Events

- Ensuring the delivery of safe and fair events
- Creating a targeted hosting framework
- Creation of a nationwide coordinated calendar
- Recognising certified events



## Resources

- Making available readily accessible resources for clubs, coaches and officials
- Streamlining functional communication channels
- Providing connections to internal and external providers



## Outcomes

- ✓ Measured increase in participation across all national events
- ✓ Growth in multimedia exposure
- ✓ Growth in event certification rates
- ✓ Measured yearly increase in membership across all codes

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# WHAT QUALITY EXPERIENCES MEAN TO ME AS...

## An Athlete

- I'm competing in a safer and fairer environment.
- I have increased national and international racing opportunities.
- The competition calendar is better aligned.

## A Coach

- I know that events in which my athletes are entered are well run.
- I know my club, centre and member organisation is well aligned with Cycling New Zealand and are given resources to increase growth.

## A Commissaire

- I am aware of the development opportunities available to me.
- I am truly recognised for the work I am doing to ensure safe and fair events.
- I am working in a sport that really cares about people and my wellbeing.

## A Cycling New Zealand Employee

- I am involved in an organisation that values the delivery of safe and fair events.

## A Member Organisation, Club or Individual Member

- I feel that my time as a volunteer is recognised and valued.
- I work collaboratively with Cycling New Zealand to ensure growth of the sport through quality event hosting.
- I am a true part of ensuring a coordinated and comprehensive competition calendar.
- I see the value of ensuring that all events meet certain quality standards.

## A Sponsor or Commercial Partner

- I am proud of my brand being associated with events that provide high quality experiences.
- I feel that I am part of an organisation that takes pride in its people.
- I sense that associating with events that are safe and fair contributes to our great reputation.

# ORGANISATIONAL CAPABILITY

## A COLLABORATIVE, SUSTAINABLE & SUCCESSFUL SYSTEM

**Cycling New Zealand is the hub for all cycling codes. We attract and manage resources and expertise to lead a collaborative, sustainable and successful system.**

A successful system can only be delivered through clarity on our strategic priorities, supported by effective financial planning and management, talented and passionate people, marketing and communication support and overall competent and professional planning and implementation.

Cycling New Zealand's Organisational capability is heavily reliant on...

**Governance**



**Financial Sustainability**



**Human Resources**



**Marketing of Our Brand**



**Communication**



**Health & Safety**



# ORGANISATIONAL CAPABILITY



## Governance

- Effective board and Executive committee
- Embracing diversity in governance



## Financial Sustainability

- Ensuring effective and measured budget planning
- Monitoring of responsible spending practices



## Human Resources

- Increasing employee satisfaction
- Reducing staff turnover and increasing retention
- Overall healthy work environment



## Marketing of Our Brand

- Refreshed and relevant Cycling New Zealand brand
- Ensuring cohesive brand alignment
- Telling our collective story



## Communication

- Sharing knowledge
- Creating a One-Team environment
- Embracing an environment that encourages collective problem solving



## Health and Safety

- Embedded wellbeing and health & safety practices



## Outcomes

- ✓ Consistent good governance practices across all levels of the sport
- ✓ Strong and measured debt to equity ratio
- ✓ Consistent above 90% positive engagement feedback from our partners
- ✓ 90% response rate and increased advocate rating from our employees
- ✓ Measured decrease in health and safety incidents

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# WHAT ORGANISATIONAL CAPABILITY MEANS TO ME AS...

## **An Athlete, Commissaire or Employee**

- Wellbeing is well embedded into the organisations DNA.
- Knowledge is easily and freely shared throughout.
- I fully associate with our brand.
- I feel part of One-Team.
- Problem solving is not the job of one but that of many.
- We are part of an organisation that is very fiscally responsible.
- I'm continually given opportunities to grow.

## **A Member Organisation, Club or Individual Member**

- I believe that organisational growth is possible and happening thanks to increased and sustained fiscal responsibilities.
- I am well and truly part of the collective cycling story.
- Great governance practices support the growth of our sport.

## **A Sponsor or Commercial Partner**

- I feel that I am part of the One - Team ethos.
- There is effective brand alignment throughout.
- I am very much part of the Cycling New Zealand story and its history.

## **A Funding Partner**

- I am confident that funds allocated are well spent and aligned with common objectives.
- Cycling New Zealand board embraces diversity and inclusion.
- Cycling New Zealand shares our belief of ensuring a safe and healthy working environment.

**FOR CYCLING  
NEW ZEALAND  
TO PERFORM...  
HIGH PERFORMANCE  
PROGRAMMES &  
PATHWAYS, PARTNERING,  
EXPERIENCES &  
CAPABILITY ARE  
ESSENTIAL.**



# TARGETS FOR 2021-28



**MEDALS**  
per Olympic and  
Paralympic Games



**MEDALS**  
in top international  
competitions



**YEARLY  
INCREASE**  
in earned



**SHARED  
SATISFACTION**  
among Member  
Organisations



**YEARLY  
INCREASE**  
in participation across  
all national events



**YEARLY  
INCREASE**  
in multi media  
exposure



**YEARLY  
INCREASE**  
in event  
certification



**YEARLY  
INCREASE**  
in membership  
across all codes



**BOARD  
ADHERENCE**  
to strong governance  
policies and practices  
in place



**STRONG**  
and measured debt  
to equity ratio



**CONSISTENT  
ABOVE 90%**  
positive feedback  
from our partners



**90%  
RESPONSE RATE**  
and 15% advocate rating  
from our employees



**DECREASE**  
in health and safety  
incidents

# GET OUT THERE & RIDE!