

AN ISLAND ENRICHED AND INSPIRED BY CYCLING

STRATEGIC PLAN
2025 - 2029



WELCOME

INTRODUCTION

This strategy document sets out the direction of Cycling Ireland for the next five years, from 2025 to 2029.

The strategy has been developed following extensive consultation, benchmarking and review of Cycling Ireland. We have examined where we are now and where we want to be over the next five years.

Cycling is one of the most popular activities on the island of Ireland, with over 500,000 people using it as a weekly form of exercise or active travel. This plan charts the purpose and direction of Cycling Ireland as the National Governing Body for this dynamic and growing sport.

The organisation is led by a Board of Directors, supported by a full-time CEO and 35 staff who work across key operational areas supporting the work of four Provincial Associations, Commissions, and a strong network of clubs and volunteers. Cycling Ireland oversees a growing portfolio of domestic events, and is aspiring to stage more international events.



OUR VALUES

Cycling Ireland will be guided by four key values:



TRUST

We aim to foster a spirit of community by building trust and unity in our organisation.



INTEGRITY

We want to lead with integrity and openness by ensuring we are transparent in how we work and engage with our members and stakeholders.



RESPECT

We want to ensure that we have and give full respect for all members, staff and stakeholders in how we work and develop our sport.



ACCOUNTABILITY

We aim to be accountable and open with our members and stakeholders.

PRESIDENT OF CYCLING IRELAND

Cycling Ireland has gone through various stages of development since its origin in 1987 when a number of cycling bodies came together with a vision to jointly promote what was best for cycling on the island of Ireland.

This new Strategic Plan carries on that vision and development and sets out a blueprint for how the lives of the people can best be enriched and inspired by cycling in the years ahead.

Over the past three years our organisation has gone through an unprecedented period of administrative, structural and governance reform. This was mainly achieved through collaboration and the development of trust.

These qualities, and the progress made, provide a strong foundation for the delivery of the vision and goals set out in this plan. On behalf of Cycling Ireland, I wish to thank everybody who has contributed to this important aspect of our organisation's continuing development.

Dr. Tom Daly
President



“Over the past three years our organisation has gone through an unprecedented period of **administrative, structural and governance reform**. This was mainly achieved through **collaboration and the development of trust**.”

CEO OF CYCLING IRELAND

Since early 2024, Cycling Ireland has been dedicated to developing a new Strategic Plan.

We engaged extensively with the cycling community and other stakeholders through surveys, interviews, and online meetings, resulting in thousands of valuable responses.

This broad consultation was essential in shaping our new direction. Collaborating closely with an external consultant, we ensured that the outcomes accurately reflect the collective views of our members and stakeholders.

Feedback indicated a clear need for us to redefine our core values and mission. The objective of this Strategic Plan is to provide a clear direction for Cycling Ireland's progress across all areas. I firmly believe that we are on the path to becoming the leading National Governing Body on the island, and this Strategic Plan is a crucial step in that journey.

Thank you to everyone who has contributed to this Strategic Plan, and to all those involved in cycling on the island of Ireland.

James Quilligan
CEO



“The objective of this Strategic Plan is to provide a **clear direction** for Cycling Ireland’s progress across all areas. I firmly believe that we are on the path to becoming the **leading National Governing Body** on the island, and this Strategic Plan is a crucial step in that journey.”

WHERE ARE WE NOW?

Cycling Ireland is the National Governing Body (NGB) for the sport of cycling across the island of Ireland.

26,000+
MEMBERS

37,000
CHILDREN PARTICIPATING IN THE CYCLE RIGHT PROGRAMME

3,500
CHILDREN IN OTHER GET IRELAND CYCLING PROGRAMMES

410
CLUBS

35
STAFF

5 **REGIONAL AND YOUTH DEVELOPMENT OFFICERS ACROSS THE FOUR PROVINCES**

€5.515M
IN REVENUE (2023)

In developing this strategy, we consulted with our members and stakeholders. This engagement provided a strong platform for focussing our efforts as an organisation over the next five years. The key themes emerging from the consultation process were:

STRENGTHS

UNITY

A single NGB to provide the key governance and infrastructure for all disciplines.

DEVELOPMENT

Cycling Ireland is focused on improving cycling for all.

MEMBERSHIP

A large and diverse network of clubs and members.

HIGH PERFORMANCE

Ever-increasing numbers of world class performances and improved support structures for riders on the world stage.

EVENTS

Quality events across the island for many types of cyclists.

PROMOTION

Working to promote and develop cycling for all.

AREAS FOR IMPROVEMENT

ADVOCACY

Increase lobbying and advocacy efforts to improve road safety for cyclists across the island.

YOUTH

Focus on opportunities to grow and develop youth participation.

INFRASTRUCTURE

Develop additional cycleways, velodromes and international standard facilities.

COMMUNICATION

Improve communications with members, increase the visibility and promotion of cycling.

ORGANISATIONAL EXCELLENCE

Continue progress in improving the workings and governance of Cycling Ireland and enhancing stakeholder engagement.

CYCLING IRELAND STRATEGIC FRAMEWORK

OUR GOALS



**Grow and develop
cycling in Ireland**



**Facilitate quality
experiences in cycling**



Perform on the world stage

STRATEGIC ENABLERS

Cycling Ireland goals will be enabled by:



LEADERSHIP

Our Board, Executive Team, Staff, Commissions and Provincial Associations working in close co-operation with all stakeholders.



PEOPLE

The network of volunteers, members and cyclists supported by Cycling Ireland staff working collaboratively with all.



RESOURCES

Securing increased investment to support our members and the development of cycling.



PROMOTION

Raising the profile and demonstrating the role of cycling in a sustainable future.



ADVOCACY

Working to highlight and promote measures to ensure that cycling is a safer, accessible and enjoyable mode of transportation for our stakeholders.

GROWTH

OVERVIEW

At Cycling Ireland, we believe that cycling is for everyone.

Our aim is to inspire an island of cyclists by promoting active participation across all ages and abilities. We are committed to creating a welcoming and inclusive cycling culture that encourages more people to experience the joy of cycling, whether for leisure, sport, or transport. Through our comprehensive programmes, events and initiatives, we aim to remove barriers, foster community engagement, and ensure that everyone has the opportunity to participate and thrive in the cycling community.

OUR GOAL

Grow and develop cycling in Ireland

STRATEGIES

To achieve this goal, we will focus on:

1. Growing cycling participation and delivering quality programmes.
2. Developing youth cycling and engaging young people in cycling initiatives.
3. Leading and focusing on safety and advocacy campaigns and programmes with key national agencies and our stakeholders.
4. Development, training, education and club membership.
5. Maximising our planning, investment and support for cycleways and cycling facilities, including the development of new velodromes, BMX tracks and other key infrastructure.

OUTCOMES

The outcomes and success measures we aim to achieve are:

- Increasing numbers in competitive events across all ages and categories.
- Converting a percentage of the 40,000 Cycle Right participants to active Cycling Ireland members.
- Increasing membership among youth and women.
- Improving cycling safety and closer ties to key safety agencies.
- Increasing Community Bike Ride (CBR) Leaders and participants in every county.
- Additional trained active coaches.
- Facilitating the growth of cycling through new national and regional velodromes.

25% INCREASE IN CYCLE RIGHT PARTICIPATION



EXPERIENCES

OVERVIEW

Our members are the heart of our organisation, and we strive to provide excellent cycling experiences. We want to ensure all members have a positive experience in cycling through quality events, competitions and activities.

Our aim is to engage with younger cyclists as key stakeholders in the future development and growth of Cycling Ireland by providing adequate training to clubs and organisers to support grassroots events. We will harness synergies in the organisation to provide support for events across all disciplines and identify opportunities for international-standard events to raise the profile of cycling in Ireland, including maximising the use of the new proposed velodromes and other facilities to grow the sport.

OUR GOAL

Facilitate quality experiences in cycling

STRATEGIES

To achieve this goal, we will focus on:

1. Delivering quality competitions, programmes and events for all disciplines.
2. Making our events more attractive for all participants and key stakeholders.
3. Improving the overall quality of event administration.
4. Developing, training and supporting our volunteers.
5. Attracting and supporting the staging of world class cycling events.

OUTCOMES

The outcomes and success measures we aim to achieve are:

- Successfully deliver national and regional events.
- Increasing quality competitions for members.
- Sustainable level of entries for the number of permitted events.
- Introducing standardised timeframes for event administration.
- Streamlining support mechanism for event promoters.
- National Championship bidding process built on a two-year window for applications.
- Hosting events in our natural environment and in new indoor velodromes.

30% INCREASE EVENT PARTICIPATION



PERFORMANCE

OVERVIEW

Cycling Ireland has a strong track record of producing world class cyclists.

Our aim is to build on the triumphs of current and previous generations of Irish cyclists and elevate the achievements of our riders to new heights. The success of our athletes on the world stage inspires people across the island to get on their bikes and inspires new generations of competitive cyclists to aspire to world-class performance.

OUR GOAL

Perform on the world stage

STRATEGIES

To achieve this goal, we will focus on:

1. Implementing a new High Performance (HP) Pathway and HP Para Pathway.
2. Supporting our elite athletes' ambition to achieve World and Olympic success.
3. Developing a high performing staff team, organisational structure and a world class system.
4. Cultivating strong, positive relationships, and engaging with all our stakeholders in high performance cycling.
5. Securing the necessary investment to support high performance cycling across disciplines to perform at World Championships, Olympic and Paralympic Games in Los Angeles in 2028 and Brisbane in 2032.

40%

**ATHLETE INCREASE
IN HP PATHWAY
PROGRAMMES**

OUTCOMES

The outcomes and success measures we aim to achieve are:

- Publishing of our High Performance Pathway and High Performance Para Pathway strategies.
- Developing a high performing staff team to meet the needs of the LA and Brisbane Olympic cycles.
- Maximising the potential opportunities, utilising world class facilities for all levels of the Olympic and Paralympic High Performance Programmes.
- Earning a greater number of Olympic and Paralympic quota allocations successively in 2028 and 2032 than in 2024.
- Delivering more and better prepared athletes into World Tour and Women's World Tour through each Olympic cycle.
- Establishing an 'athlete voice' in the 2028 Olympic and Paralympic cycle that effectively communicates the views of our athlete cohort and can engage with the Cycling Ireland High Performance Unit staffing team.
- Maintaining a respected voice in the International cycling community, and with the UCI and UEC.
- Increasing investment and resources.

ENABLERS AND IMPLEMENTATION

ENABLERS

The following enablers are key to us achieving our strategic goals:



LEADERSHIP

Our Board, Commissions and Provincial Associations will align and work in close co-operation with all stakeholders with mutual respect and support. The leadership team will focus on providing strong, improved, transparent and effective governance and operations of Cycling Ireland.



RESOURCES

We need to grow our revenues and resources, and build on the commercial potential of our sport. We will explore new opportunities from Government policies to increase investment, maximise donations, philanthropy and taxation opportunities.



PEOPLE

Our network of volunteers, members and cyclists at all levels supported by our staff are our key strength. We need to grow and strengthen our team in Cycling Ireland prioritising appointments in areas such as Commercial, Operations, Participation, HP Pathway, Governance, and Diversity and Inclusion.



PROMOTION

We are committed to raising the profile, excitement and passion we all have for our sport. We will work on developing content and greater awareness of cycling and what is happening in our sport. We will provide more educational resources and support for our members and especially youth cyclists.



ADVOCACY

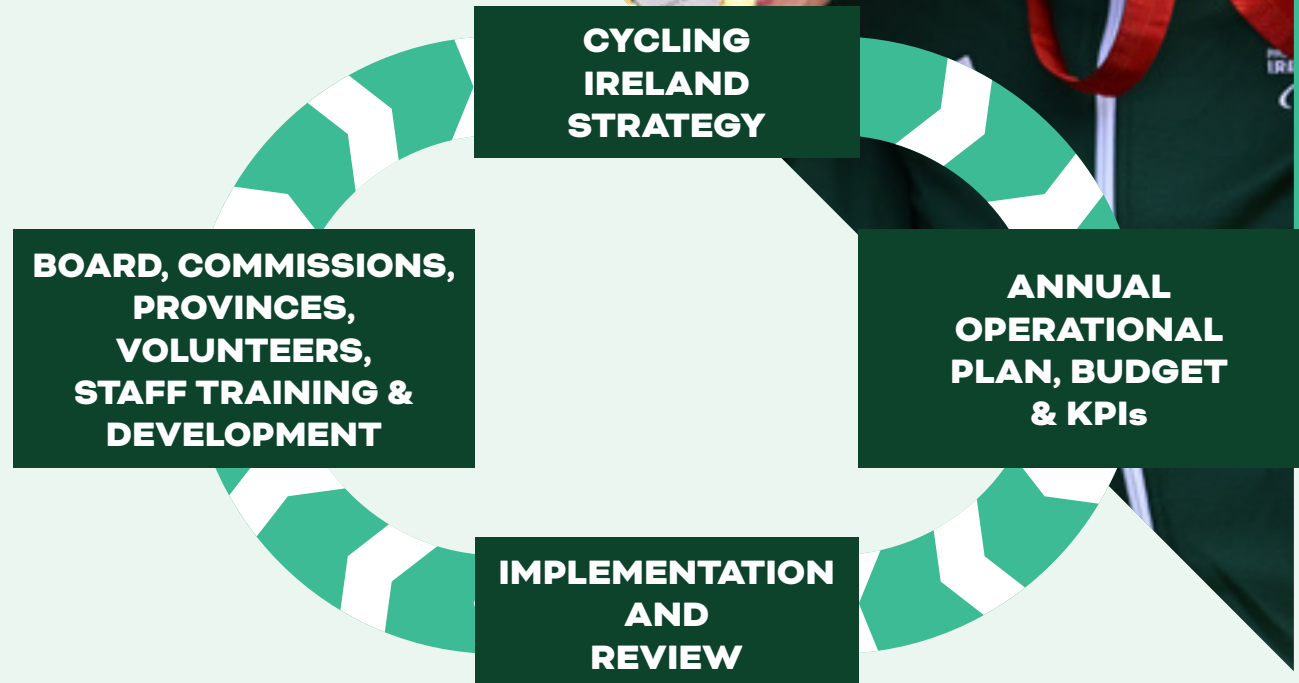
We will work in collaboration with key agencies to highlight and promote measures to ensure that cycling is a safer, accessible and enjoyable mode of transportation for our stakeholders.

IMPLEMENTATION

Cycling Ireland is committed to the implementation of our strategy by:

- Strengthening, supporting and training our Board, Provincial Associations and Commissions;
- Growing and developing our staff and operational teams;
- Preparing detailed annual operational plans, budgets and KPIs;
- Securing and maximising resources and investment.

CONTINUOUS IMPROVEMENT





**CYCLING
IRELAND**

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cyclingireland.ie