

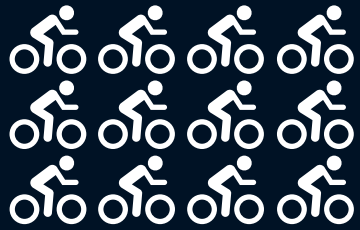
# FALKIRK JUNIOR BIKE CLUB



**CLUB STRATEGY 2020-2024**

# THE JOURNEY SO FAR

## FALKIRK'S FIRST EVER YOUTH CYCLING CLUB 2016-2019



150 MEMBERS



ANNUAL  
CLUB CHAMPS



£15K  
FUNDING



1000 EVENT  
ENTRIES



2 OPEN EVENTS



2000 HOURS  
OF COACHING



15 COACHES/  
LEADERS



5 COACHING  
VENUES



YOUNGEST COACHES  
IN SCOTLAND



12 COMMITTEE  
MEMBERS

# ONE BOLD STRATEGY FOR THE NEXT FIVE YEARS



# WE HAVE DEVELOPED A STRATEGY WHICH IS BOLD AND AMBITIOUS.

We ran a Strategy Consultation survey with our Parents/Guardians during July 2019 which provided a wealth of feedback, insight and direction which has played a significant role in the shaping of the strategy.

We used a number of national documents to shape our strategy, including:

- [sportscotland 'Sport for Life' – a vision for sport in Scotland](#)
- [sportscotland 'Working Together' – a framework to support club and community organisations](#)
- [Scottish Cycling 'Developing a Nation of Cyclists' Strategy](#)

The strategy will remain live throughout its delivery period to ensure it remains relevant and meets the needs of the club.

Thank you to everyone who has engaged in this process, and we look forward to working with you as we deliver it over the next five years.

If you want to be a part of it, we would love to hear from you.

[Fraser Johnston](#)

[Head of Strategic Planning and Coaching – \[Fraser@FJBC.scot\]\(mailto:Fraser@FJBC.scot\)](#)

# FALKIRK JUNIOR BIKE CLUB CLUB STRATEGY 2020–2024

## VISION

THE LEADING CLUB FOR THE DEVELOPMENT OF YOUTH CYCLISTS IN SCOTLAND.  
EMPOWERING ALL OF OUR MEMBERS TO REACH THEIR POTENTIAL.

## MISSION

GIVE ALL MEMBERS THE BEST EXPERIENCE OF THE SPORT, ALLOWING THEM TO DEVELOP A BROAD RANGE OF SKILLS, EXPERIENCE A WIDE ARRAY OF DISCIPLINES, LIVE AN ACTIVE AND HEALTHY LIFESTYLE, AND DEVELOP STRONG RELATIONSHIPS WITH THEIR PEERS AND THE COACHING AND LEADERSHIP TEAM WITHIN THE CLUB.

## STRATEGIC AREAS

### PEOPLE

At the heart of our club are skilled and committed volunteers who help others to take part and progress. The club is focused on empowering the people within our club that make it happen.

- Growth in Coaching and Leadership team
- Significant regional and national impact
- Development of Coaching and Leadership Team
- Growth in club members
- Increase in number of club sessions
- Empowered committee
- Inclusive programmes

### ORGANISED

We are focused on being an effective and well-managed organisation that develops and implements our vision to achieve our objectives, and prioritises our resources to make it happen.

- Implementation of five year Club Strategy
- Meeting standards of Child Wellbeing and Protection
- Financial planning
- Sponsorship
- Strong governance and appropriate legal status
- Clear role descriptors and understanding of accountability for all committee members

### PROFILE

We are focused on raising the profile of the sport, celebrating our successes and building a strong, engaged community around the club. We share best practice across the sector.

- GDPR Compliant
- Strong social media presence conveying key messages
- Annual report publication
- Vibrant and engaging web presence
- Positive relationship with local news outlets

### SUSTAINABLE

We are committed to forward planning, asking what sustainability means to us and to ensure that we continue to be relevant to our community. Succession planning is part of our culture.

- Succession planning embedded across all roles
- Workforce development, retention and recruitment plan
- Regular reporting against outcomes of Club Strategy

### PLACES

We work with local and national partners to enhance and develop the range of facilities locally. We strive towards Falkirk becoming one of the best destinations for all disciplines of the sport.

- Strong relationship with facility owners
- Playing our part in the development of new facilities
- Advocation for increased investment locally
- Celebrate and promote the fantastic local trails network

### CONNECTED

We provide strong pathways within the club for all riders. We welcome riders from across Scotland for a range of high quality events. We listen to our members and measure our impact.

- Substantive and high quality regional and national events offering
- Reporting of impact against national priorities – ASOF
- Work with Community Sport Hubs, Active Schools, other cycling organisations, Scottish Cycling and sportscotland

## OUTCOMES

A group of young cyclists in a forest. One person is standing on the left, wearing a black helmet and a dark jersey with yellow patterns. Two other people are on bicycles, one wearing a red helmet and a grey jacket, and another wearing a light blue helmet. The background is a dense forest of tall, thin trees. The word "PEOPLE" is overlaid in large, bold, blue capital letters.

# PEOPLE



## **SUCCESS IN THIS AREA, WILL SEE THE CLUB ACHIEVE THE FOLLOWING:**

- ✓ taking a planned and inclusive approach to the engagement, development and retention of our volunteers
- ✓ have a strong committee with the knowledge, skills and behaviours to lead
- ✓ have coaches and leaders with the knowledge, skills and behaviours to meet the needs of those taking part
- ✓ have volunteers with the knowledge, skills and behaviours to fulfil their roles
- ✓ empower and support young people as leaders
- ✓ value and celebrate the contribution of volunteers

**PEOPLE** AT THE HEART OF OUR CLUB ARE SKILLED AND COMMITTED VOLUNTEERS WHO HELP OTHERS TO TAKE PART AND PROGRESS. THE CLUB IS FOCUSED ON EMPOWERING THE PEOPLE WITHIN OUR CLUB THAT MAKE IT HAPPEN.

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## GROWING THE COACHING AND LEADERSHIP TEAM

**We are committed to growing a strong, ambitious Coaching and Leadership Team.**

By 2024, we will have discipline specific coaches covering all disciplines, with the highest number in Mountain Biking and Cyclocross.

We will have 24 Level 2 Coaches, underpinned by 12 Level 1 Coaches, led by discipline specific Lead Coaches.

We are committed to the development of Young Coaches, and we remain committed to working with local schools to maintain 8 Level 1 Coaches (Aged 14-16) at all times during this strategy.

By 2024, we will have a committed team of Mountain Bike Leaders, across both Level 2, and Level 3.

## DEVELOPING THE COACHING AND LEADERSHIP TEAM

**We are committed to the ongoing development and training of our Coaching and Leadership Team.**

By 2024, we will have Lead Coaches across all core disciplines within the club, who will be responsible for coordinating activity at all stages of the pathway.

We will have regular internal CPD opportunities for all Coaches and Leaders, with the programme being identified through annual appraisals and everyone committed to their ongoing development through our Coaches and Leaders Agreement.

We will play our part in the Regional and National Coaching programmes, ensuring that by 2024, we make a significant contribution across both MTB and Road, both in the number of riders participating and the number of individuals contributing.

We will also develop a workforce: commissaires, timekeepers and event organisers to ensure that the club plays its part in the Scottish Cycling community.

**PEOPLE** AT THE HEART OF OUR CLUB ARE SKILLED AND COMMITTED VOLUNTEERS WHO HELP OTHERS TO TAKE PART AND PROGRESS. THE CLUB IS FOCUSED ON EMPOWERING THE PEOPLE WITHIN OUR CLUB THAT MAKE IT HAPPEN.

## GROWING CLUB MEMBERSHIP

We are committed to the sustainable and planned growth in overall club membership

By 2024, we will be the largest youth cycling club in Scotland, with 400 members, based off of growth of 40-60 riders each year.

We will increase the number of core weekly club sessions from 5 in 2020 to 9 in 2024 .

We recognise the importance of expanding the number of non-core club sessions too, with weekly rollers sessions, masterclasses, recreational rides and visits to trail centres all growing in frequency towards 2024.

We will introduce Strength and Conditioning sessions from 2021, initially outsourced, but ultimately fully supported internally.

## MANAGING/DIVERSIFYING THE MEMBERSHIP

Our club will be inclusive, ensuring that everyone who wants to participate has the opportunity to do so

Club session and membership fees will be regularly reviewed to ensure that they balance the need for the club to be sustainable and invest in developments, while ensuring that cost is not a barrier to participation in the sport.

A focus group will be set up in the club within the first few years of the strategy to look at what the club needs to do to become more inclusive.

We will work with third sector organisations to drive forward this work, and we will work hard to understand the barriers people face and proactively address them so everyone has the opportunity to get involved in our sport.

We will look at how we can ensure that all groups within society have the opportunity to get involved in cycling - including, but not exclusive too: Women and Girls, those with disabilities and individuals from lower socio-economic backgrounds.





A group of children wearing helmets and cycling gear are standing with their bicycles in an outdoor setting. One child in the center is holding a sign that says "GO FJBC!". The word "ORGANISED" is overlaid in large, bold, blue letters across the middle of the image.

# ORGANISED



**SUCCESS IN THIS AREA, WILL SEE THE CLUB ACHIEVE THE FOLLOWING:**

- ✓ having an appropriate legal structure which meets our needs
- ✓ have good governance to mitigate against risk
- ✓ ensure everyone is clear on their role and responsibilities
- ✓ ensure the Wellbeing and Protection of all
- ✓ taking a planned approach to the development of all activities
- ✓ being clear on how our work fits within and contributes to the wider community
- ✓ have sound financial management processes in place

# ORGANISED

WE ARE FOCUSED ON BEING AN EFFECTIVE AND WELL-MANAGED ORGANISATION THAT DEVELOPS AND IMPLEMENTS OUR VISION TO ACHIEVE OUR OBJECTIVES, AND PRIORITISES OUR RESOURCES TO MAKE IT HAPPEN.

## STRONG GOVERNANCE

We are committed to striving for sector leading governance standards in all aspects of what we do.

We will have an empowered, elected committee that are in roles suited to their skills and strengths, with an AGM annually to share successes and update members.

We will explore an appropriate legal status within the first year of the strategy, and implement the decision thereafter, adhering to required reporting procedures.

## WELLBEING AND PROTECTION

We are fully committed to ensuring that all riders, parents, coaches and officials have only positive experiences when participating in our sport.

We will ensure that all volunteers in regulated roles are PVG checked and up to date with required safeguarding training.

We will have a strong set of policies, setting out the expectations of Parents, Coaches/Leaders and Riders, as well as safeguarding procedures, dealing with incidents and disciplinary processes.

## FINANCE AND FUNDRAISING

We are accountable to our members and report annually on the financial state of the club and seek funding where necessary to develop projects which meet our objectives.

We will have strict financial handing procedures, and produce an annual budget, linked to our strategy.

By 2024, we will regularly secure project and role specific funding to allow the club to reach its objectives. We will run fundraising events to invest in the clubs development and for the benefit of other local organisations.





# PROFILE



## **SUCCESS IN THIS AREA, WILL SEE THE CLUB ACHIEVE THE FOLLOWING:**

- ✓ clear understanding of our audience
- ✓ communicating through the right channels at the right time
- ✓ working with partners to promote our activities
- ✓ communicating our vision, activities and the impact we have on the community
- ✓ providing accessible information about the activities we offer
- ✓ demonstrate our diversity and inclusion of under-represented groups
- ✓ identify and share learning and best practice

# PROFILE

WE ARE FOCUSED ON RAISING THE PROFILE OF THE SPORT, CELEBRATING OUR SUCCESSES AND BUILDING A STRONG, ENGAGED COMMUNITY AROUND THE CLUB. WE SHARE BEST PRACTICE ACROSS THE SECTOR.

## REPORTING

We are committed to sharing our story – reporting on the impact our work has both locally and nationally.

We celebrate the achievements of all of our riders, promoting our events and activities through submitting regular articles within local print media

We will publish an annual report which will highlight our key achievements over the last year, main activities and will outline our progress within our club strategy

## WEBSITE AND SOCIAL MEDIA

By 2024 we will have the strongest online presence of any youth cycling club in the UK.

We will have a vibrant social media presence, across three main channels: Facebook, Twitter and Instagram. We will share the story of our club through pictures and videos and build a positive online community around the club.

Our website will be the 'go to' place for all information in the club. It will contain everything a prospective and current member needs to know to get the most out of being part of the club,

## PARTNERSHIP WORKING

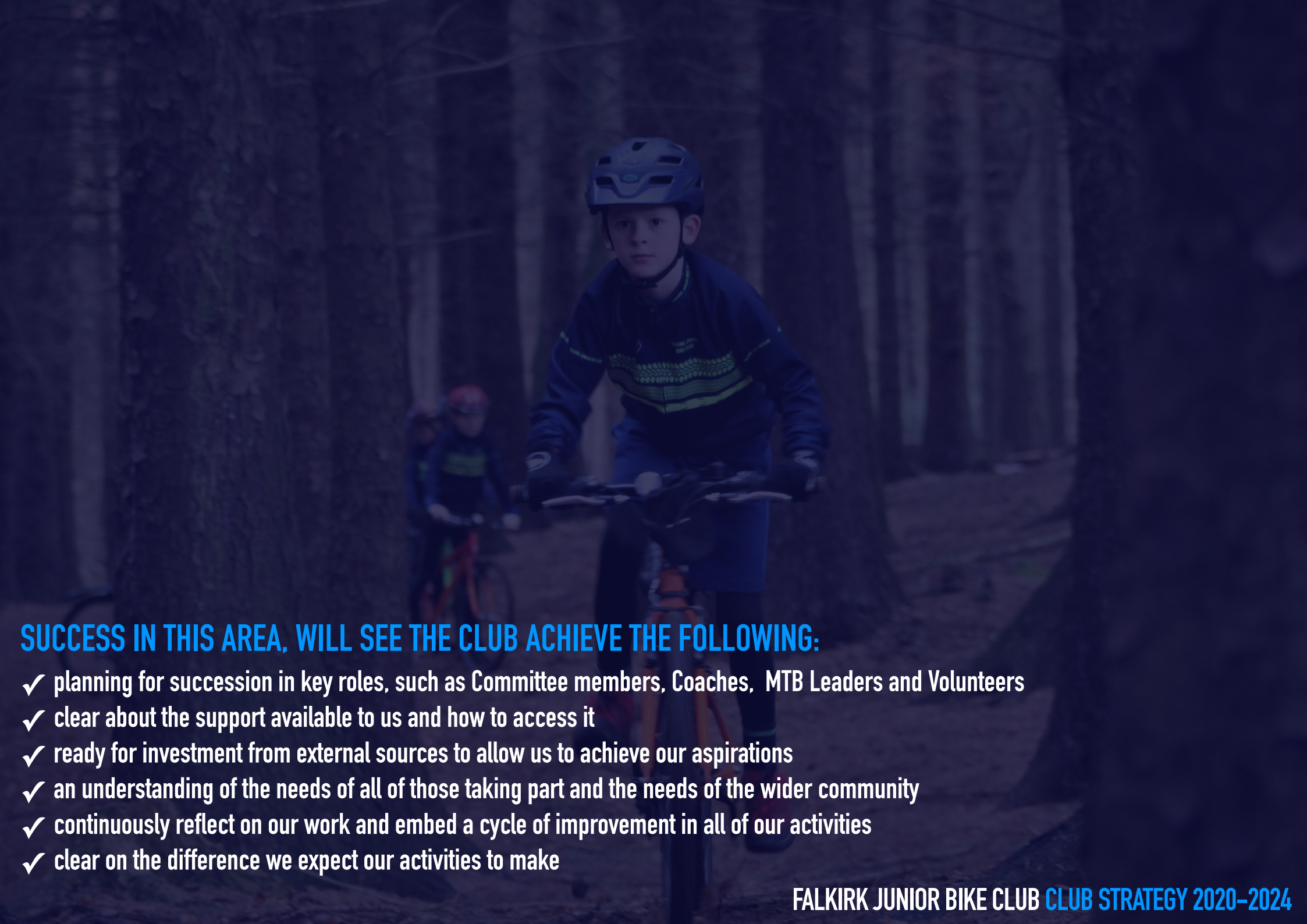
We work closely with local partners to drive forward our strategy and work together to achieve mutual outcomes

We will engage with the local authority and leisure trust to advocate for cycling to be a central element of wider sport and physical activity strategies for the district.

By 2024, we will work closely with the Active Schools teams in all seven clusters, providing taster sessions and a pathway into the club, culminating in an annual school cycling festival .



# SUSTAINABLE



## **SUCCESS IN THIS AREA, WILL SEE THE CLUB ACHIEVE THE FOLLOWING:**

- ✓ **planning for succession in key roles, such as Committee members, Coaches, MTB Leaders and Volunteers**
- ✓ **clear about the support available to us and how to access it**
- ✓ **ready for investment from external sources to allow us to achieve our aspirations**
- ✓ **an understanding of the needs of all of those taking part and the needs of the wider community**
- ✓ **continuously reflect on our work and embed a cycle of improvement in all of our activities**
- ✓ **clear on the difference we expect our activities to make**



# SUSTAINABLE

WE ARE COMMITTED TO FORWARD PLANNING, ASKING WHAT SUSTAINABILITY MEANS TO US AND TO ENSURE THAT WE CONTINUE TO BE RELEVANT TO OUR COMMUNITY. SUCCESSION PLANNING IS PART OF OUR CULTURE.

## CLUB STRATEGY

We are committed to delivering on our Club Strategy, spanning five years from 2020–2024.

We will have a detailed business plan sitting underneath our Club Strategy, which will outline the annual targets and track progress against all of the actions within each strategic area. It will also highlight who owns each action, and provide space to indicate challenges and/or successes.

The Club Strategy will remain live throughout our implementation period, and as a standing item at all Committee Meetings, will be regularly discussed.


In 2023, we will begin the process of consultation for our next strategy, spanning six years from 2025–2030, using our current Club Strategy as the foundation.

## SUCCESSION PLANNING

We are committed to succession planning across all roles within the club, to ensure we continue to push the boundaries and raise the bar.

Workforce planning is led by our Head of Strategic Planning and Coaching, in conjunction with our Chair – ensuring that all key roles within the club are filled by individuals with skills and experience to excel and make a significant impact.

Regular 1–1 meetings with all volunteers within the club will ensure that we have the opportunity to identify support needs and provide additional training where required.

A photograph of four children riding bicycles on a dirt path. They are wearing helmets and cycling gear. The image is dimmed with a dark blue overlay. The word "PLACES" is written in large, bold, light blue capital letters across the center of the image.

# PLACES



## **SUCCESS IN THIS AREA, WILL SEE THE CLUB ACHIEVE THE FOLLOWING:**

- ✓ engaging with and understanding the needs of our community
- ✓ being creative and willing to collaborate with others to achieve shared outcomes
- ✓ taking a planned and realistic approach to facility developments that are fully aligned to our Club Strategy
- ✓ ensuring facilities are accessible and appropriate for those taking part as well as the wider community

# PLACES

WE WORK WITH LOCAL AND NATIONAL PARTNERS TO ENHANCE AND DEVELOP THE RANGE OF FACILITIES LOCALLY. WE STRIVE TOWARDS FALKIRK BECOMING ONE OF THE BEST DESTINATIONS FOR ALL DISCIPLINES OF THE SPORT.

## FACILITIES

We want to see a range of cycling facilities, strategically located across the Falkirk area.

We will identify facilities which challenge and develop riders for all of our core club disciplines and use these as the basis for programming of our sessions throughout the year, rotating around different locations as the seasons change.

We will identify gaps in local provision and engage with partners to propose and plan facility developments. Continued partnership working will ensure that the needs of all riders are met by a diverse range of cycling facilities across Falkirk.

We will advocate sportsScotland, Scottish Cycling, businesses and wider community to invest in cycling facilities in Falkirk. With an aspiration to create a cycling hub with a large number of disciplines catered for on a single site by 2024.

## BUILDING RELATIONSHIPS

We are committed to working with all local and national cycling organisations to make Falkirk the best location for cycling in Scotland

We work closely with landowners, other cycling organisations and local partners to raise the profile of the sport, recognising the significant impact that the club makes and working proactively to overcome any issues that arise.

The club recognises the wealth of cycling and walking friendly trails that exist across the Falkirk district. We advocate for continued investment in them, educate our riders and their families of their scale (and proper use) and use them as part of our club activities.

A group of approximately 15 children, mostly young boys, are posing for a group photo. They are all wearing cycling helmets and high-visibility vests. Many of the children have their arms raised in the air, some making peace signs. They are standing on a paved area, possibly a path or a parking lot, with trees and a building visible in the background. The overall scene is bright and cheerful, suggesting a group activity or a successful event.

# CONNECTED



## SUCCESS IN THIS AREA, WILL SEE THE CLUB ACHIEVE THE FOLLOWING:

- ✓ being welcoming and inclusive
- ✓ running a varied and high quality programme of events throughout the year
- ✓ offer clear pathways to help people take part and progress in our sport
- ✓ provide recreational opportunities for people to take part
- ✓ work closely in partnership with other sporting and non-sporting organisations to achieve common goals

# CONNECTED

WE PROVIDE STRONG PATHWAYS WITHIN THE CLUB FOR ALL RIDERS. WE WELCOME RIDERS FROM ACROSS SCOTLAND FOR A RANGE OF HIGH QUALITY EVENTS. WE LISTEN TO OUR MEMBERS AND MEASURE OUR IMPACT.

## EVENTS

We deliver high quality, developmental focused events for youth riders across disciplines throughout the year.

By 2024, we will deliver at least six events annually – covering all three of our key disciplines: Road, Cyclocross and MTB. We will also host an annual Club Championships to support the development of club riders.

At a national level, we will support the delivery of the Under 8s and Under 10s races at the national off-road series from 2019 onwards, with an aspiration towards hosting a Scottish National Series or Championships event by 2024.

The club recognises that cycling can be an expensive sport, so all efforts will be made to reduce the barriers to competition by keeping entry fees as low as possible. All club events for youths will be on a not-for-profit basis, and will endeavour to attract external sources of funding to keep costs low and add additional elements to the events to raise the quality. All income is reinvested in events to make them an enjoyable and rewarding experience for all competing.

## LOCAL PARTNERSHIPS

We will engage with all local sporting organisations to improve the landscape for sport in Falkirk

We will work closely with all Community Sports Hubs in the district to share best practice.

We will engage with the local authority and leisure trust in areas of mutual interest and advocate for cycling to be a central element of wider sport and physical activity strategies for the district.

By 2024, we will have feeder after-school cycling clubs in all clusters across the Falkirk district, acting as the entry point into the club. We will also engage with Early Learning and Childcare providers to explore the rollout of HSBC UK Ready, Set, Ride programme.

# BE A PART OF IT



[WWW.FJBC.SCOT](http://WWW.FJBC.SCOT)

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**FALKIRK JUNIOR BIKE CLUB CLUB STRATEGY 2020-2024**