

Cycling New Zealand Road & Track Council Discussion Document

A draft framework document prepared by Council Member Brad Tilby ahead of the July 2021 Hui.

This document provides a draft future vision and the strategic focuses of the Cycling New Zealand Road & Track Council

THIS IS A DISCUSSION DOCUMENT ONLY WITH NO PREDETERMINED OUTCOMES



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Creating a road map to become the most progressive Member Organisation in New Zealand



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VISION:
*Providing A Strong Inclusive
Voice For Our Community To
Progress The Sport Forward*



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**We focus on
what matters most
to our Members**

Governance Technical Membership Selection Communication Events

National Representation Junior Development Clubs & Teams Volunteers & Officials Coaching & Mentoring Records/Awards



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We live and breath our values everyday

Delivering value

Integrity

Respect

Excellence

Collaboration

Advocacy

Inclusiveness

Built on a culture of learning, competition, fun & community

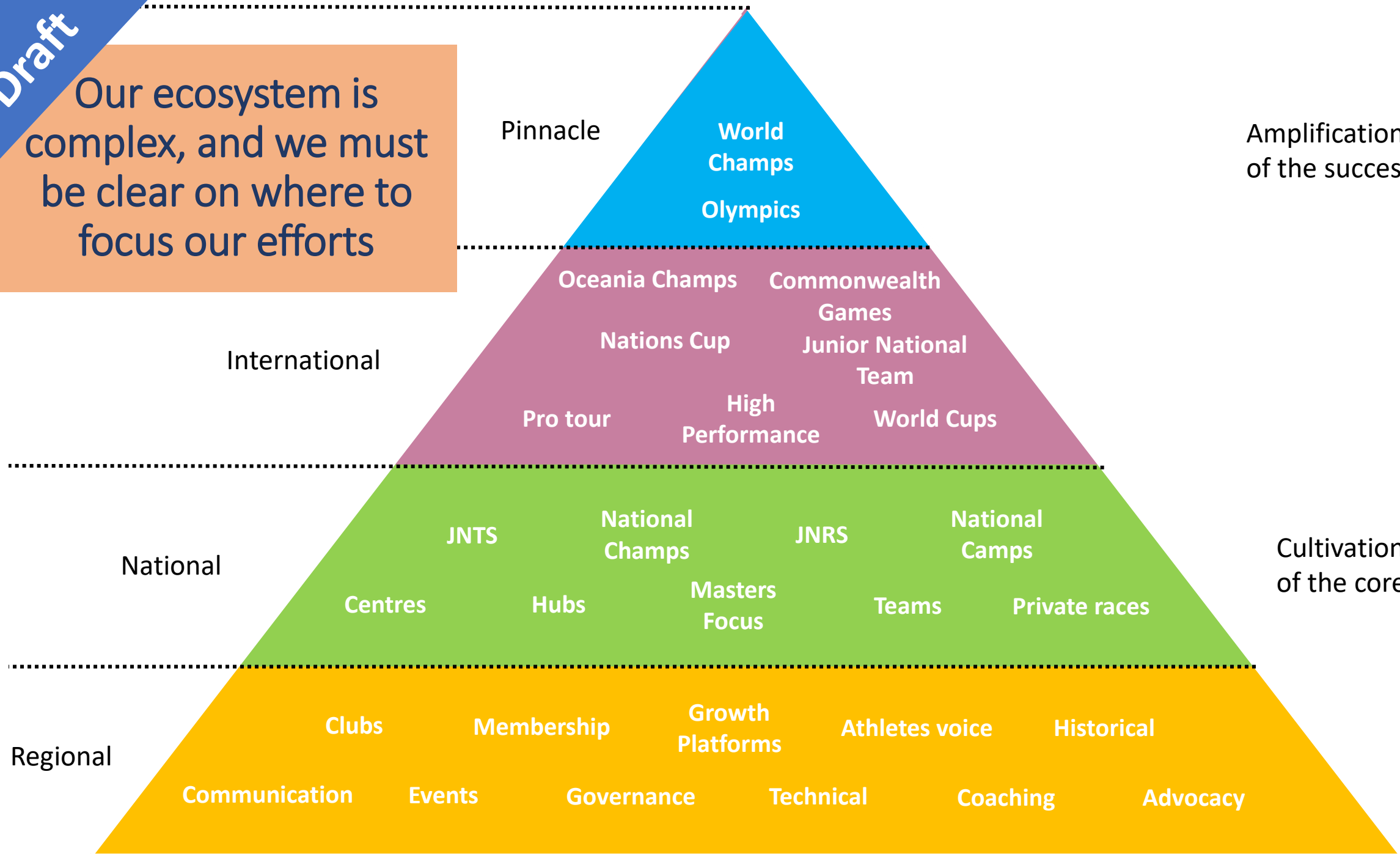


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We Achieve By
Delivering &
Exceeding What
Our Sport Needs
To Prosper

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Our ecosystem is complex, and we must be clear on where to focus our efforts



Amplification of the success



Cultivation of the core



**...and navigate how do
we feed into the
Cycling New Zealand Vision**

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To be the Most Progressive Member Organisation, we need to think differently, be clear on the levers that will deliver the change, and shift as a united front in implementing the changes

DRAFT: Five key levers to achieving our vision

<p>Visible Leadership & Direction Strong governance on the direction of the Sport, the levers needed to transform and the technical skillsets required for success</p>	<p>A Growing Membership Investment into the grass roots of the sport to support clubs, teams & events in retaining & growing participation</p>	<p>Step Change Our Communication An active and open conversation between our members & our stakeholders to excite, engage & align</p>	<p>A Flourishing Domestic Scene An ecosystem of events that facilitates a healthy level of competition & growth; while retaining a community spirit</p>	<p>Moving as the Sport Moves Facilitating the growth of women's cycling and our emerging platforms to ensure the right governance is in place to succeed</p>
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VISION: Providing A Strong Inclusive Voice For Our Community To Progress The Sport Forward

HOW: We Achieve By Delivering & Exceeding What Our Sport Needs To Prosper

Visible Leadership & Direction

Strong governance on the direction of the Sport, the levers needed to transform and the technical skillsets required for success

A Growing Membership

Investment into the grass roots of the sport to support clubs, teams & events in retaining & growing participation

Step Change Our Communication

An active and open conversation between our members & our stakeholders to excite, engage & align

A Flourishing Domestic Scene

An ecosystem of events that facilitates a healthy level of competition & growth; while retaining a community spirit

Moving as the Sport Moves

Facilitating the growth of women's cycling and our emerging platforms to ensure the right governance is in place to succeed

We focus on what matters most to our Members

Governance

Technical

Membership

Selection

Communication

Events

National Representation

Junior Development

Clubs & Teams

Volunteers & Officials

Coaching & Mentoring

Records/Awards

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OUTPUT: The Most Progressive Member Organisation In New Zealand

Priorities

Unlock people potential at a governance level to become the most progressive Member Organisation in New Zealand

- **Strengthen our collective voice** - Search out, nurture and retain individuals that grow the diversity of voice within the council. Ensure all new roles are filled by people with unique skillsets, and will challenge the status quo.
- **Drive accountability in our team** - Overhaul the structure of the Council to deliver more ownership and accountability. Create role descriptions, key deliverables and action plans to achieve these
- **Invest in people to make great leaders** - Create clear training/exposure opportunities & succession planning within the Council.

Define what a “Thriving Community” looks like for our Sport and determine the strategic drivers needed for our Sport to prosper

- **Planned Hui** – Review the new Cycling New Zealand Strategic Plan to understand the role the Road & Track Council will play in the coming years. Define what a “Thriving Community” looks like for the Road & Track Council. Prepare a draft strategic plan. Question? Does the council name reflect our changing membership as we progress forward?
- **Engage with key stakeholders** – Sense check proposed strategy to ensure strategic drivers are robust and will deliver the desired outcomes
- **Sell the vision** – Undertake a virtual (web based) roadshow to “Engage our community”, talking through the process undertaken and how the Council intends to shift and increase focus in key areas.
- **Keep momentum** - Link into communication priority to drive further long term insight and two-way feedback.

Engage with our membership to intimately understand their needs. Overhaul the membership structure to deliver value across all levels

- **Create tensionless connection** - Review the club & centre structure to identify if there is a simpler way to run our Member Organisation.
- **Get to the heart of what matters most** - Engage with our current & lapsed members to identify what they value most. Strategise how we can build from this and overdeliver against their needs
- **Unlock new membership opportunities** – For example: Link from Schools racing to Club level, Emerging Platforms members, Private entity riders
- **Proposal of a new membership structure** - Provide a membership scheme that delivers worth

Collaborate at the grass roots of the Sport to enable our members to deliver their best racing environment

- **Advocate for the important issues** - Keep the traffic management issues front of mind with Cycling New Zealand
- **Build excellence within our volunteers** - Inspire & empower our volunteers, coaches and managers via active learning & growth opportunities (Virtual & at major events)
- **Leverage centralised resources** – In collaboration with Cycling New Zealand, continue to update the club toolbox to deliver best practices at grassroots level
- **Recognise over & above performance** – Continue to recognise the value of our members' contribution to the sport by facilitating our annual awards framework. Own & maintain the database of our national records

Priorities

Realign the Council as the centre point of the Sport by providing a strong inclusive voice on what matters most to our members

- **Lead from the front by providing visible direction** - Front foot the conversation on our important issues by owning our own infrastructure of media assets and in person events. Create real time, two way communication that enables our members to have their say and be heard.
- **Become more visual at events (as Council Members)** – Take the opportunity to be involved in the official side of events (opening and medal ceremonies) to build recognition. Use events as a place to be open, to expand on strategic drivers, development opportunities and to listen to what is important to our members. Embrace feedback or criticisms to better understand how we adapt into the future
- **Create our digital presence to speak to the masses** – Build digital assets that reach across the spectrum of our membership. For example, email and Facebook for our older members, and Instagram for our younger members. Offer Webinars for all members

Live & breath what we stand for via our communications

- **Governance & leadership**- Keep our Members updated on delivery of our strategic drivers and issues that matter the most to them at a governance level
- **Highlight positivity within the community** - Bring our events to life across the country to celebrate the spirit of the sport and the personalities that make it great
- **Inspire the stars of tomorrow** – Develop our future champions by inspiring our juniors to grow and develop their skillsets. Make it tensionless for them to apply for opportunities at a representative level. Feature key leading talent.
- **Amplify our successes abroad** – Highlight our international successes of our individual members and our UCI & trade teams.

Create positive experiences for our Members while participating in our Sport

- **Delivery of the National Events Calendar** - Continually reviewing & optimising our calendar to ensure we are building a robust racing platforms across Road, Track & Cyclocross
- **Providing leadership & direction with our clubs & private event organisers** – Providing access to safe & enjoyable competition for our members; while holding the community spirit at the forefront of our events.
- **Technical** - Races are run to the UCI standard and our Officials provide the technical are well trained

Setting our members up for future success by unlocking people potential in at a “Grass Roots” level.

- **Developing to win on the world stage** – Providing the right environment for our best juniors, seniors, masters and officials to develop their skillsets to take on the world
- **Appointment of selectors** – Ownership of the selection panel. Bringing on key people that can spot talent at a young age and provide worldly advice to advance their careers
- **Shaping the pathway for success** – Working closely with Cycling New Zealand on athlete development and development opportunities both domestically and internationally
- **Supporting the growth of UCI & trade teams** – to extend the opportunities for our members to access privatised support on the domestic & international stage

Explode active participation in women's cycling across all levels

- **Understand how we step change participation** - Carry out a deep dive of what is working within the current ecosystem – across schools, clubs, trade teams/hubs, private events & HP. Partner with the Athletes voice & the School junior council to understand the mindset around the barriers for continuing past schools level
- **Grow inclusivity by tailoring the foundations for success** - Formulation of a strategy that understands drivers for riding and engaging in competition. Finding the balance between the fun and social while delivering the opportunity for competitive competition and national selection
- **Provide the tools for our members** - Empower at the grass roots via aligned best practice for engagement, participation and growth opportunities at a national & international level.

Embrace the changing face of the sport & provide governance for our emerging platforms to ensure long term sustainable success

- **Nurture the growth of the Cyclocross & Gravel movement** – Add value via governance knowledge and direction to the growth areas of the sport in their formative years.
- **Lead the development of E-Racing** – work collaboratively with Cycling New Zealand & key sport leaders to design & implement a National E-Series to take place over the winter months. Treat as a test and learn as the e-sports space develops. Long term focus needs to be how we link this back to membership & monetise
- **Scope short/medium/long term objectives** for our growth platforms. What does the desired state look like in 5 – 10 years time and how with these 'new sports' interact within the current landscape