



**BICYCLE  
NETWORK**<sup>®</sup>  
*We've got your back.*

# Bicycle Network Strategic Plan

---

1 July 2020 to 30 June 2023

# Our overall direction

---

## Why do we exist?

We believe in livable places that make it easy for everyone to be physically active.

## How do we make that happen?

By making it easier for everyone to ride a bike every day.

## What's our trademark?

We've got your back.

## When will we have succeeded?

When Australia is a nation of bike riders.

## How do we do things?

We are:

**C**ommitted (don't shy away or quit)

**H**onest (straight but with tact)

**I**nclusive (everyone welcome)

**P**rogressive (continuous improvement).

## What behaviour do we value?

**B**elieves (that we can change the world)

**H**ungry (we find a way)

**A**daptable (boots and a suit)

**R**espectful (put we before me)

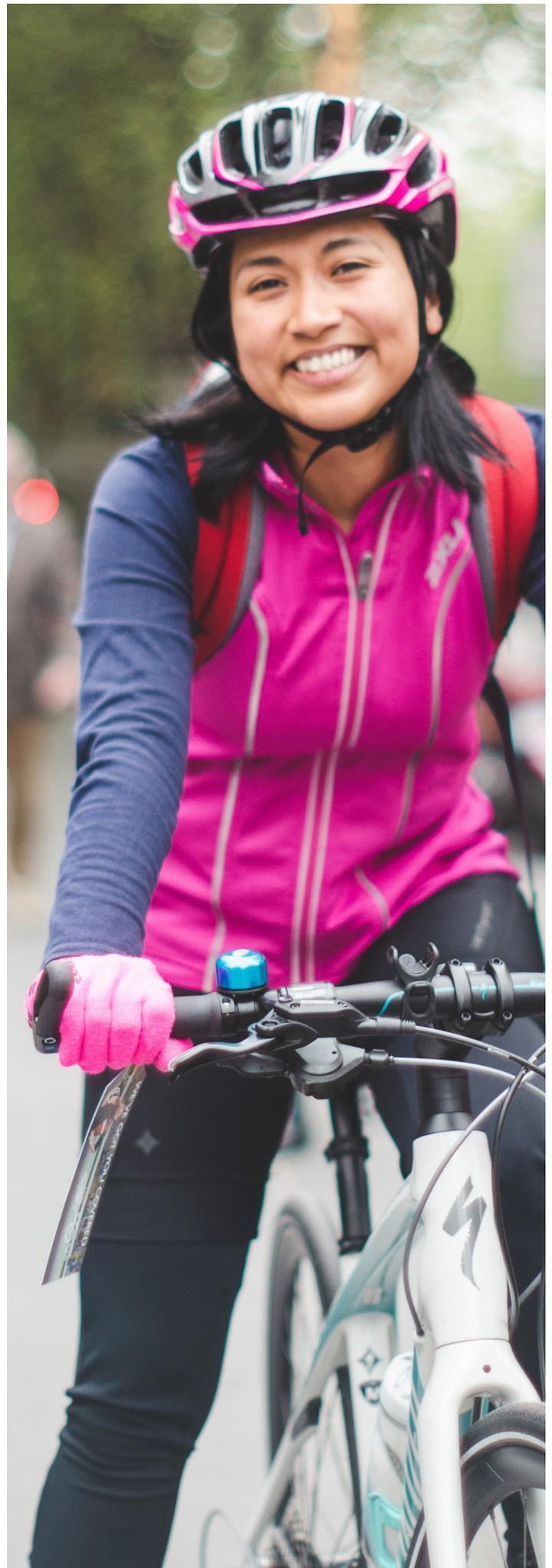
**D**elivers (keep our promises).

## What's holding us back?

The governments are only mildly interested in bike riding and the majority of people that ride bikes are passive.

## What external factors are most influential?

The health and economic implications of COVID-19 has increased the interest in bike riding.



# Our seven key areas



## Government influence

Improving conditions for people riding bikes.



## Membership

Support for all bike riders.



## Events

Unforgettable experiences on a bike.



## Behaviour change

Changing people's transport choices.



## People

A fulfilling career.



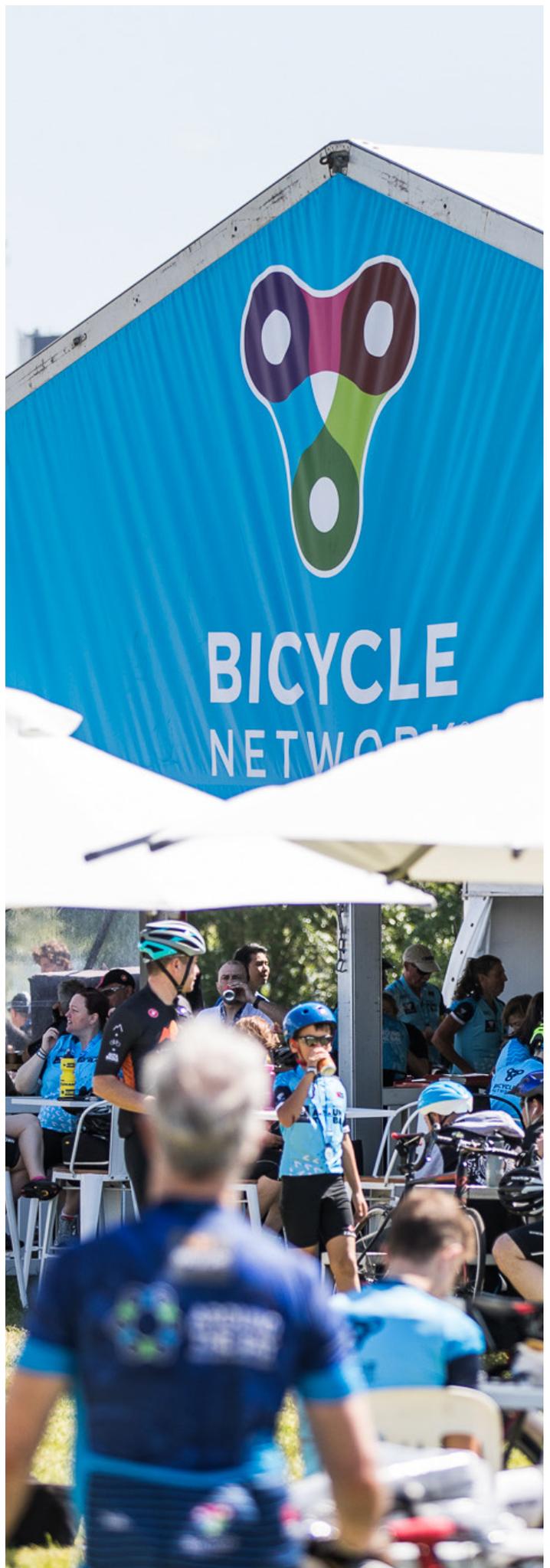
## Cross section

A welcoming, inclusive place.



## Organisation

A stable, effective not for profit.





# Government influence

## THE CUSTOMER

Decision makers who want to make a difference.

## THE PRODUCT

Improving conditions for people riding bikes.

### What we're great at

- Attracting media
- Influencing committed projects

### What would rocket us to greatness

- Key decision maker influence
- Aligned, active supporters

### 2020- 2023 activities

- Make COVID-19 projects permanent
- Maximise big build outcomes
- Pursue laws
- Key projects: Hobart separated lanes, St Kilda Rd, Sydney Rd, Gipps St steps

### 2020-2023 goals

- Key projects finished
- Australia wide: minimum passing distance and footpath laws
- Facilities built

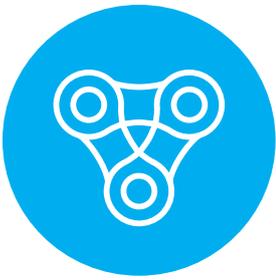
### 2020-21 activities

- Capitalise on COVID-19 bike boom
- Pursue in-the-pipeline projects

### 2020-21 KPIs

- Facilities built and laws changed





# Membership

## THE CUSTOMER

People who ride bikes regularly and want things to be better.

## THE PRODUCT

Support for all bike riders.

### What we're great at

- Large number for a bike organisation
- Robust insurance program

### What would rocket us to greatness

- A 'must support' proposition

### 2020- 2023 activities

- Complete integration
- Embed 'We've got your back'
- Make riders rights a key benefit

### 2020-2023 goals

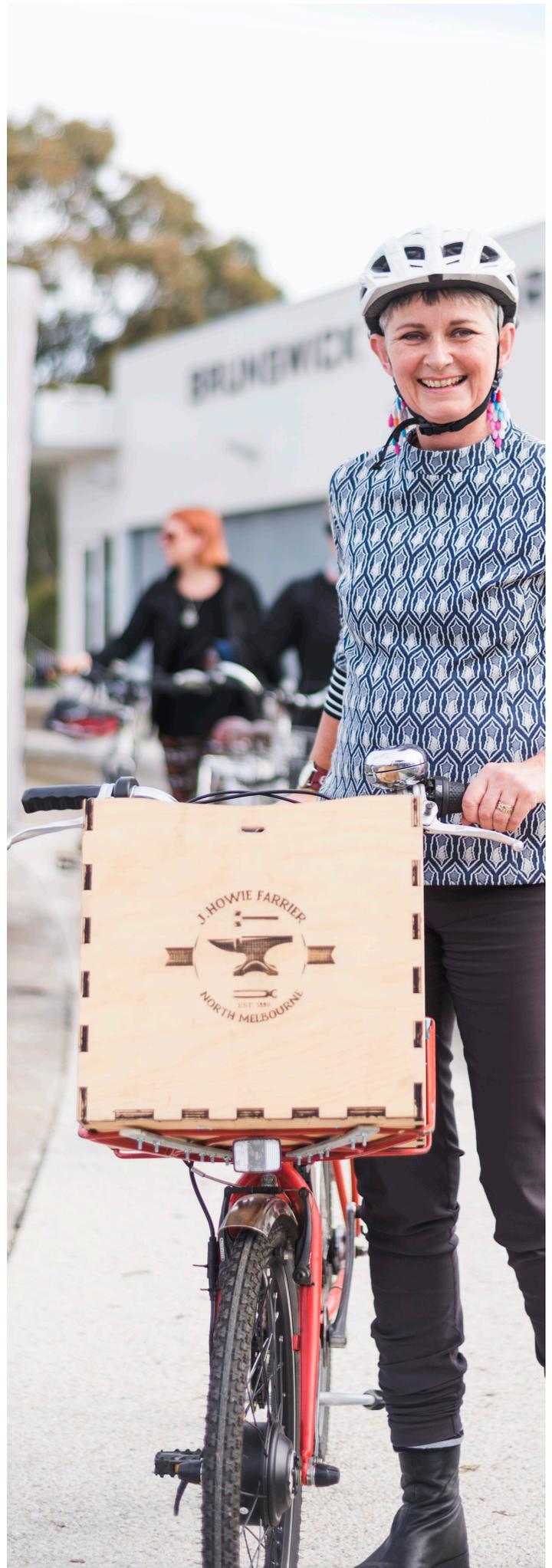
- 60,000 members
- Riders rights rating same as insurance
- 88% retention
- Rider Rescue and Bike Insurance profitable

### 2020-21 activities

- Always on acquisition
- In-house riders rights
- New categories

### 2020-21 KPIs

- 10,000 new members
- NPS up 10 points
- 1,500 in new categories





# Events

---

## THE CUSTOMER

People looking for no worry bike riding.

## THE PRODUCT

Unforgettable experiences on a bike.

### What we're great at

- Operational excellence
- Stakeholder respect
- Track record

### What would rocket us to greatness

- Being the 'go to' operator
- Renewed demand for mass participation

### 2020- 2023 activities

- Establish 2 new events
- Set standard for post COVID-19 modifications
- Continuous improvement

### 2020-2023 goals

- 8,000 per year on Around the Bay, 2,800 on Great Vic Bike Ride, 1,500 on Peaks Challenge, 100 on Great Escape
- Make budget
- Average NPS 60

### 2020-21 activities

- Improve rider experiences
- Find alternatives if can't run
- Embed Great Escape in the portfolio

### 2020-21 KPIs

- NPS up 10 points
- Sell out Great Top End Escape
- Achieve budget surplus





# Behaviour change

## THE CUSTOMER

People who want to move around conveniently.

## THE PRODUCT

Changing people's transport choices.

### What we're great at

- Belief in the cause
- Showing the way

### What would rocket us to greatness

- More funding sources
- Consistent methodology

### 2020- 2023 activities

- Become 'the' Bike Ed provider
- Pursue funding
- Develop template R2S methodology
- 4 x Ride2Work campaigns every year
- Fill the cages at train stations

### 2020-2023 goals

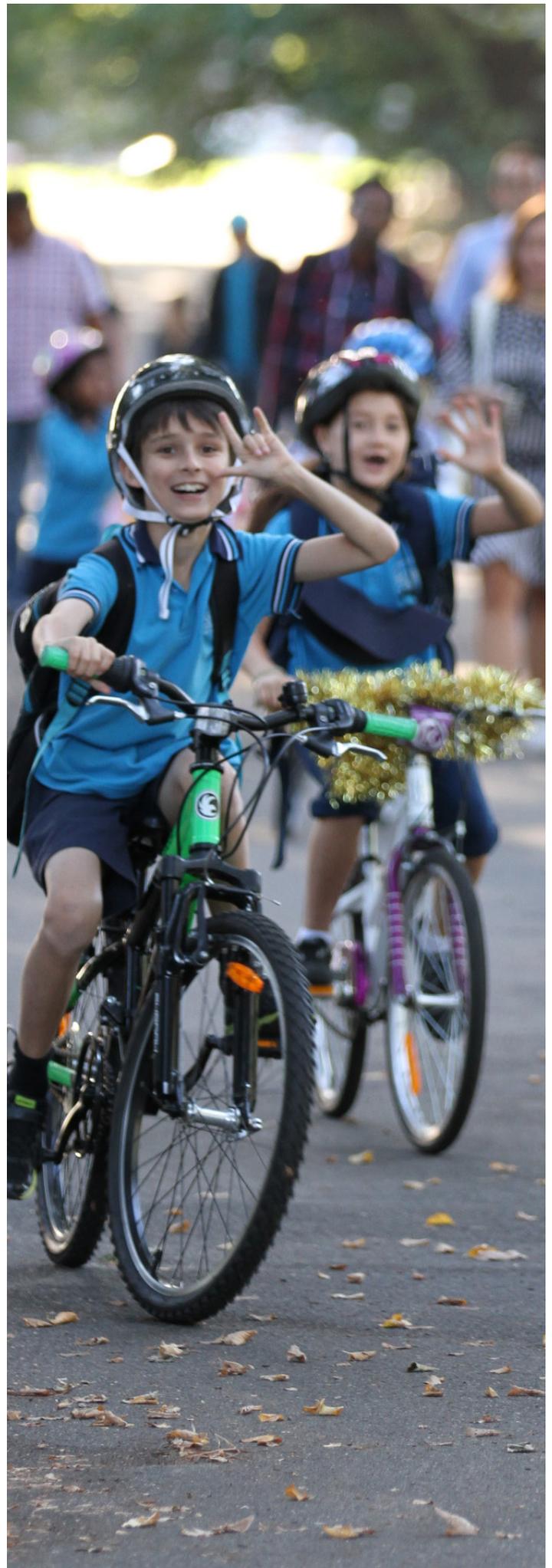
- Ride2School and Parkiteer funding
- Ride2School exceeds program KPI's

### 2020-21 activities

- Implement Ride2School 3.0
- Secure Ride2School funding
- Cage phone access

### 2020-21 KPIs

- Ride2School Victoria funding
- 10% active travel increase at high intensity schools
- 5% increase in cage usage (post COVID-19)





# People

## THE CUSTOMER

Team members looking to make a difference.

## THE PRODUCT

A fulfilling career.

### What we're great at

- People first culture
- Long term expertise

### What would rocket us to greatness

- More external focus
- Skilled talent with cultural fit

### 2020-2023 activities

- Embed 'We've got your back'
- Volunteer: Team Leader apprentices
- Focus on development (especially managers)
- Bike benefit for team members

### 2020-2023 goals

- NPS 50+ for team members and volunteers
- 70% outstanding performers

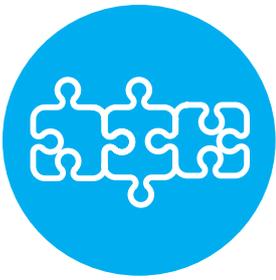
### 2020-21 activities

- Effective COVID-19 restrictions
- Improve recruitment and induction
- Focus on development

### 2020-21 KPIs

- NPS 50+





# Cross section

## THE CUSTOMER

Australians who are 'marginalised' from recreation.

## THE PRODUCT

A welcoming, inclusive place.

### What we're great at

- Non-judgmental and accepting of all

### What would rocket us to greatness

- Funding for dedicated programs

### 2020-2023 activities

- Focus on riders with a disability (especially students)

### 2020-2023 goals

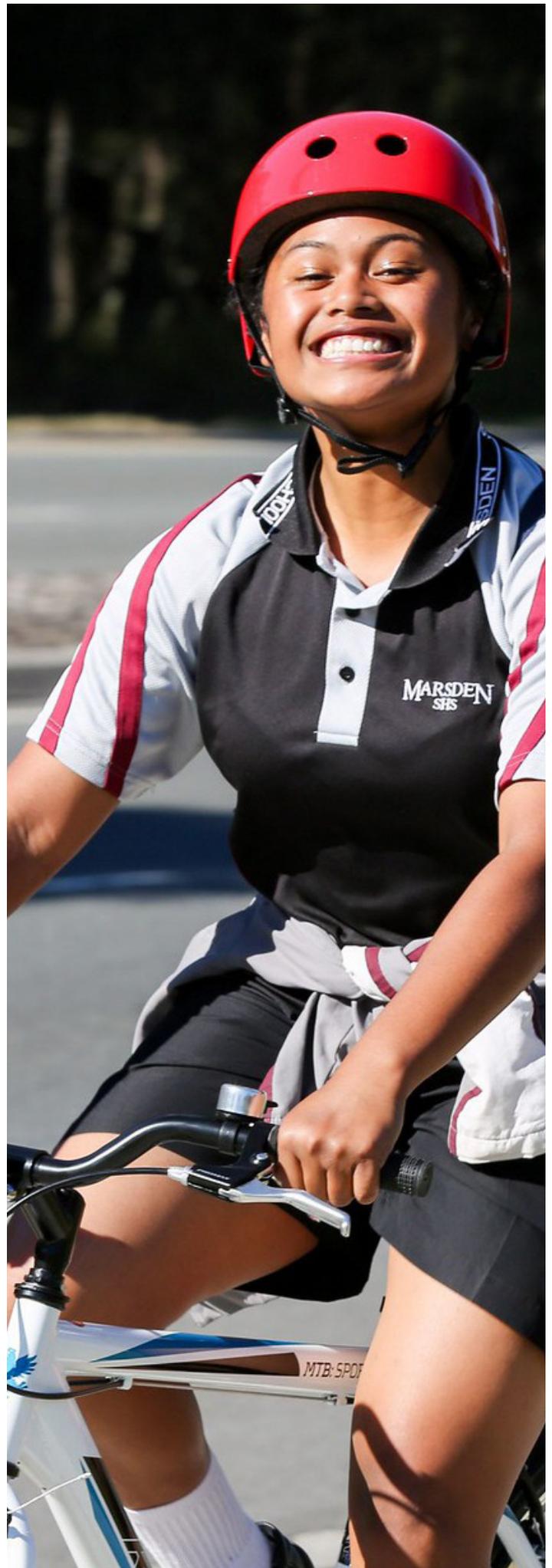
- Women's participation over 40%
- Dedicated Ride2School disability program
- Meet the representation in images guidelines

### 2020-21 activities

- Focus on Women's Community
- Make sure our images are representative

### 2020-21 KPIs

- Women's event participation over 30%





# Organisation

---

## THE PRODUCT

A stable, effective not for profit.

### What we're great at

- Stable, strong asset base
- Expert, practical governance

### What would rocket us to greatness

- Greater surplus to use for the mission

### 2020-2023 activities

- Overhead control
- Responsible risk approach

### 2020-2023 goals

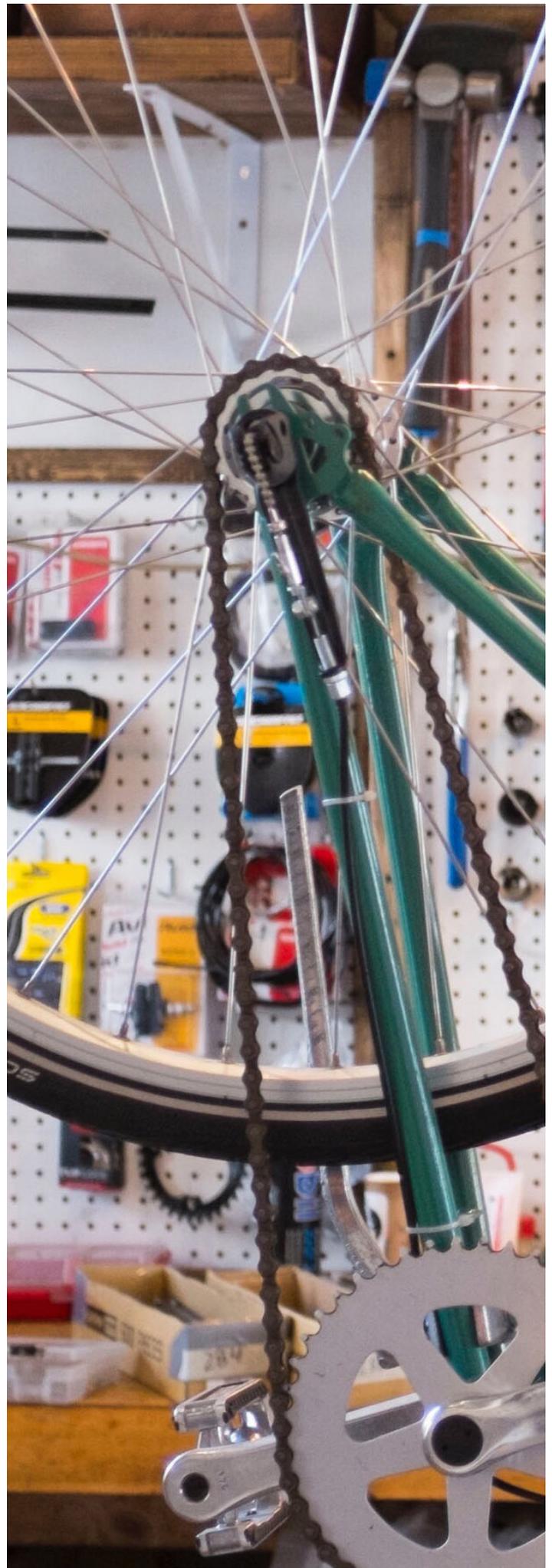
- 3-year break-even
- Net asset maintenance

### 2020-21 activities

- Decision on Melbourne office
- Cash flow monitoring during pandemic

### 2020-21 KPIs

- Budget delivery





**BICYCLE  
NETWORK®**

*We've got your back*