



**BICYCLE
NETWORK[®]**
We've got your back

Bicycle Network Strategic Plan

1 July 2021 to 30 June 2024

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:

Committed (don't shy away or quit)

Honest (straight but with tact)

Inclusive (everyone welcome)

Progressive (continuous improvement).

What behaviour do we value?

Believes (that we can change the world)

Hungry (we find a way)

Adaptable (boots and a suit)

Respectful (put we before me)

Delivers (keep our promises).

What's holding us back?

Governments are nervous about the loud majority who oppose bike riding while the supportive majority are a passive voice.

What external factors are most influential?

1. The continuing build of pop-up bike facilities
2. The uncertainty and quest for stability and job security post-COVID
3. The move to localisation and domestic tourism with restricted movement across international and state borders.



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

2021-2024 activities

- Capitalise on pop-ups
- Federal election campaign
- Pursue in the pipeline projects

2021-2024 goals

- Key projects finished
- Australia wide: footpath laws
- Facilities built

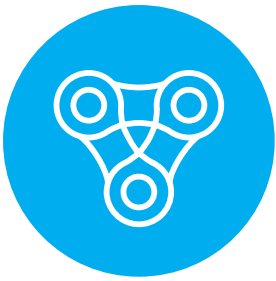
2021-22 activities

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

2021-22 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

2021-2024 activities

- Complete integration
- Embed 'We've got your back'

2021-2024 goals

- 60,000 members
- 88% retention
- Rider Rescue and Bike Insurance profitable

2021-22 activities

- Always on acquisition
- New categories

2021-22 KPIs

- 50,000 new members
- NPS up 10 points





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

2021-2024 activities

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

2021-2024 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

2021-22 activities

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

2021-22 KPIs

- NPS up 10 points
- Sell out Great Escape series
- 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

2021-2024 activities

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

2021-2024 goals

- Ride2School program and Parkiteer exceed deliverables
- Ride2School exceeds program KPI's

2021-22 activities

- Implement Ride2School 4.0
- Cage phone access

2021-22 KPIs

- 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

2021-2024 activities

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

2021-2024 goals

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

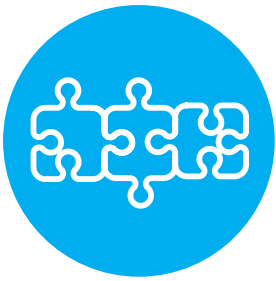
2021-22 activities

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

2021-22 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

2021-2024 activities

- Focus on riders with a disability (especially students)

2021-2024 goals

- Women's membership over 40%
- Dedicated Ride2School disability program

2021-22 activities

- Focus on Women's Community

2021-22 KPIs

- Women's event participation over 30%
- Women's membership over 37%





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

2021-2024 activities

- Overhead control
- Responsible risk approach

2021-2024 goals

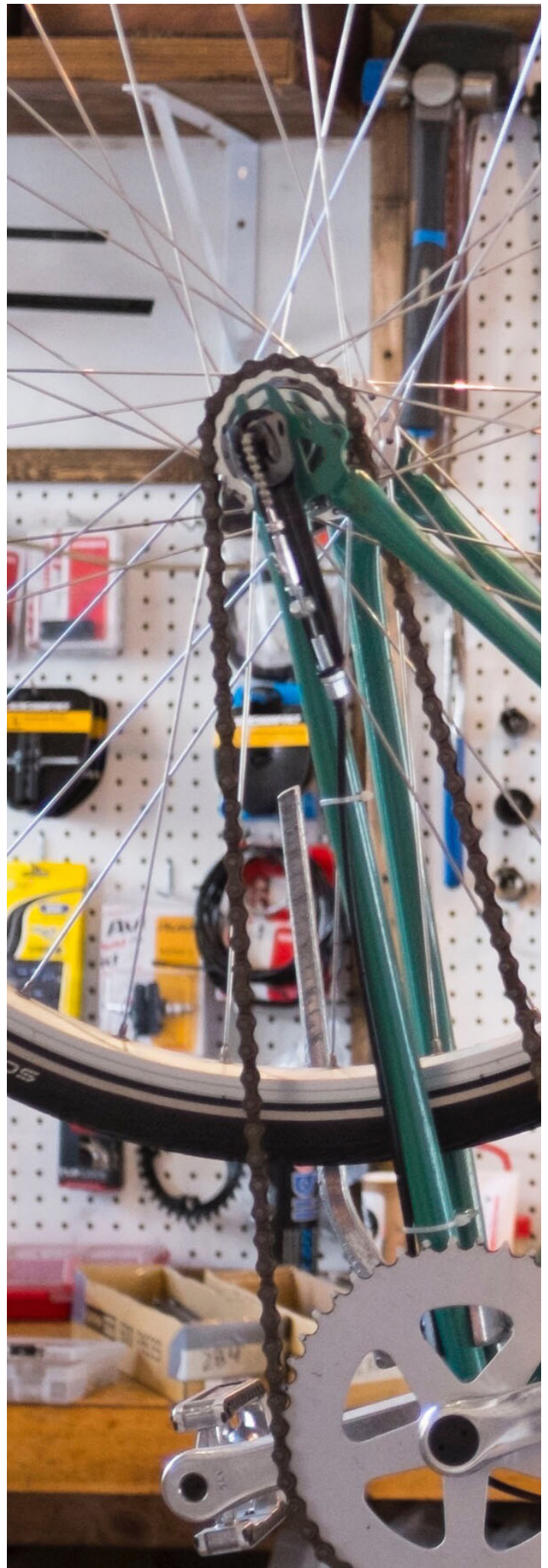
- 3-year break-even
- Net asset maintenance

2021-22 activities

- Move to scaled down Melbourne office
- Cash flow monitoring during pandemic

2021-22 KPIs

- Budget delivery





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