



*Celebrating 40 years
1982 - 2022*

STRATEGIC PLAN

Strategic Plan
2022 - 2025

More People Cycling
in South Australia





Vision

More People
Cycling in
South Australia

Our Purpose

We strive to make it easier for everyone to ride a bicycle.

We believe in the benefits that cycling contributes to our health, wellbeing, happiness and the environment.



Our Values

- ACCOUNTABILITY** to our vision, our members, our community, our volunteers, and our staff
- SAFETY** we are focused on delivering safe outcomes
- PARTNERSHIPS** we are focused on building strong partnerships and delivering mutually beneficial outcomes for our members sponsors and stakeholders
- INTEGRITY** we are honest and driven by strong moral principles
- RESPECT** we show genuine regard for the feelings, wishes, and rights of others and are inclusive of people from all social and ethnic backgrounds genders and orientations
- EXCELLENCE** we strive for excellence in all that we do

From The President

Bicycle SA Strategic Plan 2022 – 2025



Throughout its 40 years Bicycle SA has always reflected the environment in which we live. We believe that bicycles have a vital role in contributing to an increasingly sustainable, liveable, and vibrant South Australia. This belief has given us the opportunities to partner with a diverse group of Government, business, other organisations, and local communities, all with a commitment to have more people riding their bikes in South Australia.

More of us out riding our bikes provides a number of benefits both to the community and ourselves, from improved personal health and wellbeing, social interaction, noticeable reduction in road congestion, and improved environmental outcomes through to a reduction in greenhouse gas emissions, and, of course, the absolute freedom that cycling brings to each of us.

All South Australians deserve to ride their bikes in safety, regardless of whether it is on our roads, or on the various tracks and trails to be found across the State. However, concerns, particularly relating to road safety are preventing at least 60% of people within our community who state that they would ride more if they felt safer from doing so.

With in the next decade and beyond, we shall continue to be heavily involved in, and support those changes which enable more active mobility in order to reduce our rapidly escalating and very alarming health care costs.

The State Government's recently released draft 2022 – 2032 State Cycling Strategy for South Australia seeks to invest, further expand, and provide better infrastructure to create a safer riding environment for us all.

We were delighted to contribute to the development of the State Cycling Strategy and are greatly encouraged that various Government agencies, peak cycling bodies, and cycling groups are all working together for the benefit of the whole community.

With the State Cycling Strategy as the framework, we look forward to working together to provide a safer riding environment for everyone.

Maureen Merrick OAM

President

Strategic Plan Summary

Bicycle SA is a respected and relevant peak body for community cycling. Like many organisations, Bicycle SA has been impacted significantly by COVID-19. Our strategic plan reconsiders our priorities and guides our vision. As we move to the future, our focus will be on continuous improvement of the core deliverables and values that have underpinned the success of our organisation for the last 40 years. Our strategic goals are closely aligned with those of the State and, in particular the Office for Sport Recreation and Racing through promoting increased activity, volunteering and connected communities. We will be adopting a willingness to embrace innovation, technology, and diversity as we focus on growing our community to help us advocate for better riding conditions, better infrastructure and better cycling legislation.



Key Performance Indicators

Bicycle SA's Key Performance Indicators are the elements of our plan that express what we want to achieve and by when. They are outcome-based and used to measure and track our goals and objectives while keeping us accountable to our vision, members, community, volunteers, and staff.

Key performance indicators are aligned to measure and track our following four goals.

- ① **Community & Engagement**
- ② **Governance & Business**
- ③ **People & Volunteers**
- ④ **Project Delivery**

GOAL 1

Community and Engagement

- Membership and Participation
- Advocacy and Education

Membership and Participation

Strategic position

The impact of an increasingly crowded cycling events market has seen participation rates for events decline over recent years. Membership has also been trending down in recent years. Our capacity to invest in advocacy, research, development, and innovation, is directly linked to our events and membership revenues. With both our event participation and member numbers trending down, we now require a significant strategic focus to increase awareness of our rides and events along with our membership value proposition.

Measures

1. Undertake satisfaction surveys for all our event and program participants and one annual membership survey to measure 'expectations vs delivery' on the work of the organisation.
2. In year one of the strategic plan the declining trend in new membership is reversed.
3. In subsequent years membership is increasing by a minimum of 7% year on year.
4. Retention of existing members is maintained – at least 70% remain members for 3 years or longer.
5. Additional value is added to our membership benefits to include a minimum of 10 unique partner/sponsor offers each year.
6. At least 3 strategies are included in the marketing plan each year specifically targeted to engage the under 30 demographic.
7. Digital membership software in place and meeting members needs while delivering efficiencies to Bicycle SA.
8. Increase in participation through our free Rides Programme.
9. Events and rides are each achieving at minimum 70% of the maximum participation numbers.
10. Events are delivering a minimum return of 30% over the direct cost to deliver each event and are achieving budget estimates.
11. Increased cycling industry engagement and aligned with at least 10 retailers offering genuine benefits to members.



Advocacy and Education

Strategic position

We acknowledge that the transport and wider mobility market is being transformed primarily through disruptive technologies and the on-demand economy. The state government is an early adopter in support of emerging electric/autonomous vehicle technologies. This has seen significant government investment in these industries, arguably to the detriment of active mobility investments. We need to ensure that cycling remains on the transport policy agenda.

Bicycle SA has a diversified program and event portfolio. The way that we are perceived by our members, stakeholders, partners, and the wider community varies greatly and can lead to confusion in the marketplace around our core vision. Bicycle SA needs to increase clarity around its relevance as the advocacy voice for community cycling in South Australia.

Measures

1. Actively involved in a minimum of two local state government working groups representing the interests of members and the broader cycling community on a range of transport, health, environment, tourism, recreation, and future city reference groups.
2. Bicycle SA is a trusted industry partner amongst the first to be contacted by media for comment on relevant issues involving cycling at least six times in a year.
3. Website is constantly updated with the latest information on projects and relevant issues and is a trusted source of information.
4. Each edition of E-News and Cycle magazine provides an update on projects or relevant issues.
5. A survey of members each year to understand their perspective and priorities as their advocacy voice.



GOAL 2

Governance and Business

- Financial goals
- Grant funding
- Technology
- Diversity
- Brand and marketing
- Strategic partnerships
- Governance

Strategic position

Bicycle SA remains committed to solid financial management and active corporate governance to achieve our business goals and operational objectives. Our approach is practical and well planned to enable us to deliver on our vision. To achieve these objectives our key focus areas include.

- Financial goals are achieved and aligned with the budget.
- Our policies remain current and updated.
- We are committed to an inclusive environment that embraces diversity.
- We ensure all opportunities for grant funding are explored and are applied for when or if they align with our vision.
- Be aware of current and emerging technology and the benefits and opportunities it may deliver to our business.
- Brand and marketing plan to promote our vision, generate more engagement, and increase brand consistency.
- Driving other positive outcomes through strategic partnerships.
- Strong internal leadership is setting the direction and delivering the agreed outcomes.

Measures

1. Expenditure is in accordance with pre-approved budgets. for ethical and responsible decision-making throughout the organisation by putting in place an appropriate system of risk oversight and internal controls.
2. All grant opportunities are acquitted in accordance with the grant guidelines.
3. The Sports Governance Standards benchmarking report provides an opportunity for Bicycle SA to measure our strengths and weaknesses as an organisation and plan to address those areas of governance of most concern. Our aim is to achieve an above average score for each report where applicable annually.
4. The Chief Executive Officer and Executive Committee continue to set the tone
5. Opportunities are actively explored to engage diversity in our workforce, our participants and the Executive Committee.
6. Ensure Bicycle SA is achieving best practice benchmark in the annual Governance survey initiated by the Office for Recreation Sport and Racing.
7. Sponsorship revenue is contributing to the organisation in line with the budget forecast.

GOAL 3

Staff and Volunteers

Strategic position

Bicycle SA recognises that every good thing that we hope to accomplish is powered by the same energy source, our staff, and volunteers. Good employees and volunteers are hard to find and our philosophy is to do all possible to develop and retain our people by making them feel included, valued, and recognised for the positive contribution they make to our organisation.



Measures

1. Awards and recognition process in place, acknowledging good performance, general dedication and work ethic.
2. Professional development process in place for staff.
3. System in place for acknowledging anniversaries and milestones.
4. Provide a warm welcome and inclusive environment for each new volunteer.
5. Engage with volunteers for their opinions when developing new policies and strategies.
6. Involve volunteers in morning teas and coffee breaks and acknowledge them during national volunteer week.
7. Continue to present a volunteer of the year award.
8. Bicycle SA continues to meet the national standard for volunteer involvement and retention.

GOAL 4

Project Delivery

Strategic position

Bikes Palya and Team BSA are programs delivered by Bicycle SA to children and communities in the APY Lands. Palya means “great” in Pitjantjatjara. Bikes are Great. Bikes Palya translates the excitement of cycling into learning opportunities for Aboriginal youth through programs that reinforce values of pride and responsibility while creating a healthy pastime. In schools where attendance can be very low, Bikes Palya and Team BSA aim to drive attendance rates higher and to engage with typically hard to reach youth through the power of the bike.

Way2Go Bike Ed is a component of the Way2Go program offered to primary schools by the Department for Infrastructure and Transport (DIT). Way2Go schools promote safe, green, and active travel.

Bicycle SA is contracted by DIT to deliver the Way2Go Bike Ed program in SA primary schools. Through participation in the program, students aged 9-13 develop confidence and personal cycling safety skills as well as responsible riding behaviours.



Measures Bikes Palya

1. Establish community assets (bikes, tracks, workshops) to improve access to bikes and cycling infrastructure in at least 5 communities and deliver at least 6 school holiday programs each year.
2. Engage a minimum of 100 individuals and 5 communities about bike mechanics, track building and maintenance.
3. Use the high popularity of bikes to support and strengthen existing youth and health services.

Measures Team BSA

1. Bicycle SA will deliver two diversionary programs for youth at risk of contact with the justice system in regional and remote South Australia (referred to as Team BSA. The programs are Team BSA mountain biking challenge delivered during school terms in Mount Gambier, Port Lincoln, Port Pirie, Port Augusta, Whyalla and Coober Pedy.
2. A BMX bike program delivered during school holidays in Port Augusta and Whyalla and the remote Far North communities of Coober Pedy and Indulkana in the APY Lands.
3. Team BSA will be offered in school terms to youth identified by schools.

Measures Way2Go Bike Ed

1. Delivered the program in accordance with the minimum requirements determined by the Department for Infrastructure and Transport.





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BICYCLE SA

11A Croydon Road, Keswick SA 5035

Phone (08) 8168 9999

Email office@bikesa.asn.au

www.bikesa.asn.au

@BicycleSA

@bicyclesa

@bike_sa

Bicycle SA

