



STRATEGIC PLAN

2022 - 2024

WestCycle is the peak body for bike riding in **Western Australia, representing all sectors of bike riding, including:**

- o Ride to school
- o Local and recreational riders
- o Family
- o Commuters
- o Fitness fun
- o Engaged regular
- o Road, track, trail
- o e bikes

Strong alliances are in place with Government, including:

- o The Department of Local Government Sport & Cultural Industries
- o Department of Transport
- o Department of Biodiversity, Conservation and Attractions
- o Health Department
- o Department of Education
- o Road Safety Commission
- o Tourism WA
- o WA Police
- o WALGA



Our Strategic Plan 2022 - 2024

The Strategic Plan has been developed to set the direction of WestCycle for the next 3 years, and has been developed with the input of:



Operational plans are in place to deliver on the strategic priorities and provide accountability for respective KPI's.



WESTCYCLE™

STRATEGIC PLAN FY 22-24

We are the peak body for bike riding in WA

VISION:

More people riding bikes
more often

PURPOSE:

Leading change for bike riding infrastructure,
participation, safety and community attitudes

WE DO THIS THROUGH:

Leadership, collaboration, innovation, research, membership, community
engagement and events

OVER THE NEXT THREE YEARS WE WILL FOCUS ON:

REPRESENTATION

LEAD & COLLABORATE

- Facilitate initiatives that elevate the profile and appeal of bike riding as a core part of community life
- Collaborate to improve and expand bike riding infrastructure
- Build coalitions and partnerships to represent the diversity of bike riders
- Influence public policy and investment by providing a considered, evidence based voice to government, political and industry leaders

GROWTH

IN PARTICIPATION, THROUGH ENGAGING OUR COMMUNITY

- Improve safety for bike riders
- Implement participation initiatives
- Build membership
- Expand our range of events to grow participation
- Promote the broad role and contribution of WestCycle on behalf of the bike riding community in WA

SUSTAINABILITY

STRENGTHEN THE BIKE RIDING COMMUNITY

- Promote the impact of bike riding on the environment and transport systems
- Expand and diversify revenue
- Ensure best practice governance and compliance
- Create a positive environment for our staff and community volunteers to thrive
- Support of our members, affiliates and clubs



OUR VALUES:

LEADERSHIP

- We inspire growth and action
- We provide direction, motivation and guidance
- We take a big picture view
- We strive to raise the standards for the whole industry

COLLABORATION

- We do great things together.
- We deliver success through shared goals and mutual support
- We help and support each other to achieve a collective goal
- We listen and evolve together
- We facilitate the use of collective knowledge and energy

SUSTAINABILITY

- We build an organisation for the future
- We take care of our team
- Success breeds sustainability
- We make decisions and act with regard to the environment, our economy and society

REPRESENTATION - DELIVERABLES AND MEASURES OF SUCCESS

PRIORITY	INITIATIVES
Facilitate initiatives that elevate the profile and appeal of bike riding as a core part of community life	<ul style="list-style-type: none"> Coordinate an annual review of the updated Our Bike Path Promote cycling tourism and events and support the ecosystem of bike riding businesses and organisations Develop and support initiatives that encourage the greater use of bikes as a mode of transport Represent the bike riding community by maintaining a positive media profile
Influence public policy and investment by providing a considered, evidence based voice to government, media, political and industry leaders	<ul style="list-style-type: none"> Meet with Ministers and advisors at least annually Establishment of Research Advisory Group as the basis of evidence based outcomes (FY 22) Prepare submissions to key strategic documents to encourage investment in bike riding infrastructure, facilities, programs, campaigns and improve policy Build consensus across supporting agencies to build coalitions for joint and more effective advocacy efforts
Build coalitions and partnerships to represent the diversity of bike riders.	<ul style="list-style-type: none"> Consult and engage with stakeholders through advisory groups, annual forums and quarterly communications Monitor regulations and alignment to our purpose of e rideables to determine if WestCycle adopts a representative role. Prepare a case to determine if it is appropriate for WestCycle to represent the e rideable community by 2022. Determine a mutually agreeable outcome with AusCycling in 2021 Empower the community to become effective local advocates by developing tools and templates (FY23)
Collaborate to improve and expand bike riding infrastructure.	<ul style="list-style-type: none"> Maintain positive relationships and participate in reference groups with DLGSC, DBCA, MRWA, RSC & DoT for the development of bike riding infrastructure projects and policies Build and improve relationship with Public Transport Authority, Metronet, Development WA, Infrastructure WA and WALGA Encourage and support LGA's to adopt safe riding infrastructure & policies for roads, paths & trails. (FY23) Support the development of MTB & gravel facilities, infrastructure, events and activities Collaborate to create a facility master plan to guide the direction and funding of facility and infrastructure development for our stakeholders (FY23) Monitor infrastructure maintenance issues and advocate to ensure that these issues are addressed Establishment of governance, delivery and funding models for maintenance of MTB trails (FY24)

GROWTH - DELIVERABLES AND MEASURES OF SUCCESS

PRIORITY	INITIATIVES
Improve safety for bike riders	<ul style="list-style-type: none"> Identify cycling routes for active riders and implement strategies to manage the interface between riders and the community to enhance safety and cohesion between road users.(FY22) Implement a ride leader program to educate riders on safe riding practices (FY23) Promote and collaborate on the delivery of driver and rider education and behaviour change programs (FY23) Work with the Road Safety Commission & WA Police to develop campaigns that improve the safety of bike riders, and improve policy
Implement participation initiatives	<ul style="list-style-type: none"> Implement and support programs at schools, workplaces and in the community (FY22) Grow participation annually by 5% Implement programs and develop partnerships to support volunteers and enhance the sustainability of rider groups including clubs, affiliates and social riders. (FY24)
Build membership	<ul style="list-style-type: none"> Expand membership value proposition to individuals and affiliates to grow membership by 10% pa Have a structured members servicing personnel and system in place (FY22) to achieve a positive net promoter score Implement a CRM point of contact and Data system (FY23)
Expand our range of events to grow participation	<ul style="list-style-type: none"> Create a mass participation event in the City of Perth in 2022 Deliver a program for road, mtb & gravel incorporating a feature event and supporting series to grow participation 10% pa Engage in new partnership relationships for added event offerings
Promote the broad role and contribution of WestCycle on behalf of the bike riding community in WA	<ul style="list-style-type: none"> Implement a communications strategy to grow awareness of the role of WestCycle (FY 22) Expand the digital presence and drive innovation to the bike riding community (FY 22)

SUSTAINABILITY - DELIVERABLES AND MEASURES OF SUCCESS

PRIORITY	INITIATIVES
Promote the impact of bike riding on the health, environment and transport systems	<ul style="list-style-type: none"> Develop and implement an environmental impact strategy (FY24) Enhance the profile of bike riding within the community through community initiatives Develop and promote resources that demonstrate the benefits of bike riding Undertake at least 2 public and stakeholder forums pa
Expand and diversify revenue	<ul style="list-style-type: none"> Secure partnership funding from government and commercial sector for WestCycle and other riding groups in order to sustain and develop bike riding in WA. Grow revenue from events, membership, contracting, grants, partnerships and other internal sources (target growth of \$200k pa)
Ensure best practice governance and compliance	<ul style="list-style-type: none"> Amend the constitution to provide for representative input and accountability whilst maintaining the independent status of the Board to provide leadership for the bike riding community. (FY22) Achieve gender equity at board level (FY21) Implement an annual risk management review
Create a positive environment for our staff and community volunteers to thrive	<ul style="list-style-type: none"> Achieve an average score over 7 in staff culture assessments Implement volunteer support program (FY24)
Support our members, affiliates and clubs	<ul style="list-style-type: none"> Deliver best practice club governance and administration processes and support achievement of club outcomes Add membership insurance benefits to all levels of affiliated clubs and Organisations (FY22) Provide an advertising platform to promote affiliates and club activities (FY23) Provide an up to date events calendar for all disciplines

WHAT SUCCESS WILL LOOK LIKE IN 3 YEARS

More people riding bikes more often

Leadership for bike riding

- Ø Collaboration with bike riding groups and government agencies to deliver infrastructure enhancements to make bike riding safer and more appealing
- Ø Behaviour change initiatives to establish bike riding as a core part of the community
- Ø Coordinating the delivery of the objectives of Our Bike Path 2022-2026

Growth in participation

- Ø Growth for bike riding – 20% growth to 675,000 riders each week
- Ø Membership growth of 10% pa
- Ø Events program grows by 10% pa
- Ø The schools program is embedded in the education system with 100 schools undertaking bike education
- Ø A mass participation event attracts over 10,000 community participants

Strengthening of the bike riding community

- Ø Annual revenue growth of \$200k pa
- Ø Expanded support programs to affiliates and volunteers
- Ø Bike riding groups in WA are aligned and active



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