

Infrastructure & Safety

What does Bicycle NSW do?

Drive a vision for a network of integrated cycling infrastructure in NSW that gets more people riding more often. It moves cycling from a recreational activity to a viable mass transport alternative. "Infrastructure" includes:

- Dedicated cycle ways and bike-friendly roads;
- Start & end of trip facilities and multimodal transport interchanges (train, bus and ferry);
- Community development and social programs focussing on people such as Bike Bus, safety programs, advocacy and networking between stakeholders.

Our policy and actions

We will influence and shape policy decisions to achieve our vision at all levels:

1. **National:** working with Federal and interstate partner organisations;
2. **State:** lobbying and working with government and industry groups;
3. **Local:** building capacity within grass roots organisations (e.g. BUGs) and local government to develop and promote appropriate infrastructure.

We will:

Support advocacy groups through networks, access to information / technical expertise, facilitating connections and co-ordinating effort.

Collect, collate and disseminate relevant information to advocacy groups and other stake holders such as standards, case studies, better practice examples etc.

Actively communicate, liaise and network with all stakeholder groups (related to "Supporting Stakeholders in cycling" strategy)

Key actions: Infrastructure

Lobby government and other stakeholders to:

- Build an integrated cycling network across NSW as proposed in Bikeplan 2010 and update this plan until 2020.
- Include sustainable transport infrastructure in all major asset planning / programs.
- Set better practice standards for cycle paths, facilities and other infrastructure.
- Establish a government/ NGO group to coordinate the development of cycling infrastructure across NSW.
- Develop an auditing system that:
 1. evaluates the design and construction of cycle paths; and
 2. undertakes ongoing safety audits and provides a hazard reporting system.

Key actions: Safety

Support development of:

- An advisory function within the RTA for developing Community Safety Programs.
- Partner / engage with state and local stakeholder groups to develop rider training and broad safety awareness programs targeting all road users (motorists, cyclists and pedestrians).
- Safe riding curriculum for schools, community colleges & BUGs.

Measures

- Kilometres of bike paths and other dedicated cycling facilities constructed in NSW meeting forecasts / projected volume targets.
- Number of employer provided bike parking spaces / end of trip facilities.
- Safety data from police – accidents & injuries.
- Rider surveys to gauge impact of infrastructure / safety programs.

Supporting Stakeholders in Cycling

What

BNSW needs to work with many different stakeholder groups to getting more people cycling more often.

Stakeholders:

Government – three levels

- State agencies: RTA, Premiers and Cabinet Office, Dept Environment and Climate Change, Dept Planning, NSW Health, land and park managers
- Councils: LGSA, City of Sydney (leader), councils with 'buy in' esp. active bike groups or potential Leichhardt, Balmain, Parramatta, Fairfield.
- Federal: Dept Environment and Heritage; Infrastructure and Planning

Wider Community

- Cycling organisations of all types (mountain, road, and local social groups)
- Pedestrian Council, interstate Bicycle NSW counterparts
- Business, Community /Not for profits
- Bicycle related Industries including major suppliers, distributors, retailers of bikes and independent bike shops

Policy Guidelines

Bicycle NSW cannot "go it alone" – we need to leverage the full resources of the community we work with in order to achieve our goals.

Bicycle NSW acts in a facilitator role - bringing together members of affiliated Bicycle User Groups (BUGs) to share resources and intellectual property.

The BUG Council is the formal mechanism through which the Board of Bicycle NSW and BUGs may engage directly through regular meetings.

Bicycle NSW maintains strong relationships with bicycle related businesses and organisations across the state, seeking out ways to work together to contribute effectively to our purpose.

Measures

- Number of members & number of people riding in NSW.
- The total Dollar-amount of funds spent on cycling facilities and promotion in NSW (LGA, RTA, Fed or other).
- Commitment from the NSW Government to an implementation plan/schedule for BikePlan 2010 and the new NSW Bike Plan.
- Outcomes from regular BUG Council meetings.
- Number of successful projects with volunteer involvement.
- Number of cycling related businesses BNSW participating in joint programs with BNSW.

“Mainstreaming” of cycling

What do we mean by Mainstreaming?

- Shifting cycling from a narrow recreational based activity to a normal part of everyday life for all.
- Link cycling to individual personal contribution to social responsibility
- Reducing the perceived barriers to active transport generally and bike riding specifically.
- Delivering and supporting behaviour change programs in partnership with key stakeholder groups.
- Include all types of cycling and cyclists in BNSW program offerings. Where appropriate and viable tailoring approaches to improve appeal for various groups (e.g. Gear up Girl)

Policy Guidelines

In order to help ensure cycling becomes the norm we need to concentrate on the following policy guidelines:

1. Partner and leverage relationships with business, government and other stakeholders
2. Provide community programs that target key groups – commuters, recreational and school children/students.
3. Promote and deliver a variety of programs and specifically targeted initiatives
4. Don't reinvent the wheel, liaise with other like organisations bike and other.
5. Integrate activities and messages into BNSW programs and rides together with BUGS programs
6. Engage in strategic government forums and committees to identify potential/future “mainstreaming” programs.
7. Be inclusive rather than exclusive – “any way you ride” and remember “Life’s better on a bike!”
8. Frame the debate based on our Brand Architecture (see Brand and Membership strategy)

Measures

- Numbers and frequency of people cycling
- Program participation rate
- Demographic of BNSW membership
- Feedback from bike shops, clothing retailers, service providers, tour operators
- Perception of relevance of BNSW

Brand and Membership

What

Brand and membership includes the BNSW product offering and promoting the “customer value proposition”, or what it is that Bicycle NSW does to achieve our purpose of *More People Cycling More Often*.

The mainstreaming of cycling, delivering more relevance and effectiveness for our role as an organisation, obtaining sponsorship/funding - all require comprehensive communication to succeed.

Clarity about what we represent and the role that we play in changing the status quo is fundamental to driving membership and is underpinned by our brand communication.

Activity should be in the context of a clear brand strategy, driven by the executive team and supported by the board.

Policy Guidelines

Follow a Brand strategy built around a **Brand Architecture** expressed as:

Brand Position: Moderate, Considered, Collaborative, Consultative, Inclusive, Mainstream

Brand Character: Progressive, Solution/Outcome focussed, Can do, Open, Assertive

Brand Personality: Positive, engaged in whole of life/community – “Life’s Better on a Bike!”

Aimed at achieving a **Re-Framing Task** expressed as:

From: “It’s a war of Cars vs Bikes and the government never helps”

To: “Where’s the next most important link in the bike path network that we can work together to fill”

The brand needs to:

- be distinctive, ubiquitous (well known), trusted, green (sustainable) and inclusive of all types of cycling and cyclists.
- be promoted through all programs and activities: events, rides, all forms of communication (especially our website).
- follow a structured and strategic approach to new ways of growing membership in all “market segments”, with an emphasis on high volume potential.
- develop strategy and plans through appropriate external experts. Such as pro-bono contribution, marketing faculties in tertiary institutions, and accessing the board and their networks.
- collateral in the form of promotional items and other material that can be developed and produced through sponsorship, reciprocal arrangements with partners, and other low cost avenues with the proviso that co-branding be consistent with Bicycle NSW purpose and values as articulated in the brand strategy.
- be protected in its integrity. While branding materials need to be freely available to all stakeholders, use of the brand identity needs to be controlled by a set of guidelines to manage its use.

Measures

The brand strategy must drive outcomes:

- Membership numbers and revenue
- Cycling numbers and frequency
- Visibility of the BNSW brand – instances
- Website traffic

Indirect measures include

- Leverage to obtain sponsorship
- Leverage with our other stakeholders, particularly in relation to government funding
- Leverage and recognition in the community

BHAG: 100,000 members by 2020

Key Strategy 5 of 6

Rides.

What

Ride participation encourages **more people to cycle more often**. They:

- Encourage less frequent cyclists to get out and give it a go in a supported environment, a direct contribution to our behavioural change programs.
- Provide an overt public profile for cycling, a strong visual reminder of the growing community interest in sustainability and active transport.
- Demonstrate shared agendas and provide a focus for shared outcomes through sponsorship and endorsement by other organisations
- Contribute to our fund raising and promotional activities.

Rides may be delivered directly or through partnering with others

Policy Guidelines

Rides should be outcome focused and:

- provide revenue to BNSW or be used to increase membership and Brand exposure.
- be of high quality and run within acceptable safety and organisational guidelines
- include entry level rides catering to differing skill levels and allow for progression to more demanding rides such as the Great Escapade. (Note that Rotary run rides such as Tour de Hills and Loop the lake are often regarded as training rides for the NSW major rides)

Bicycle NSW supports:

- The engagement of BUGS to assist in building skill levels as a direct feed to Major rides
- rides with a particular focus on groups as appropriate such as Women, Youth, Aged

Bicycle NSW encourages participation in rides run by other groups throughout Australia, including BUGs, Bicycle Coalition members, Rotary and MS to build participation.

Rides may be delivered:

- Directly by BNSW
- In partnership with other organisations with BNSW directly participating
- In partnership with other organisations without direct participation by BNSW (ensuring minimum standards and compliance levels are met)

Standard templates, delivery plans and models are to be developed and kept as IP of BNSW. These can be used to directly deliver rides by BNSW and to assist other organisations in delivery of rides (with our Branding carried through)

Measures

- Numbers of people on rides.
- Numbers of first time participants.
- Number of repeat participants.
- Revenue raised from rides.
- Membership linked to ride participation.
- Ride progression rates

Sustainable Organisation

Policy intent

- We “stick to our knitting”, that is to serve the purpose of BNSW (More people cycling more often), and the core competency we have within the organisation – play to our strengths.
- We don’t “re-invent the wheel” in relation to operational systems, structures and service delivery
- Partnerships are leveraged to allow scale economies and other mutual benefits – these are defined in the process of negotiating agreements, and used as both measures of success and opportunities for improvement to the agreements
- Partnerships have effective governance frameworks in place to ensure transparency, and clear guidelines for managing conflicts of interest and areas of competition
- Operating principles – how we work within the BNSW team, and with our partners at an operational level – are explicitly defined, including processes for dispute resolution
- Business plans are formulated using SMARTA principles = Specific, Measurable, Achievable, Realistic, Time framed, Agreed

People: role clarity

- Position descriptions for all team members
- Annual performance plans for all team members with clear targets in relation to achieving business results and personal and professional development objectives

Task clarity

- Documented business plans flowing from strategic plan - with clear link to financial and strategic outcomes

Financial clarity

- Documented authorities and delegations
- Internal control systems, ethical behaviour
- Regular reporting system which includes agreed key indicators

Risk Management

- Compliance with State and Federal laws, audit and accounting principles (including Privacy, OH&S etc)
- Documented Risk Management strategy
- Clear outsourcing agreements documenting roles and responsibilities and accountabilities of participating organisations
- Conflicts of Interest Policy and Agency Agreements established between Coalition Partners which respect strategic goals of each organisation whilst leveraging strengths and differences with particular regard to:
 - Outsourcing
 - Joint operations
 - Membership and event drives across geographic and cyber borders

Measures

- Financial results – including generation of cash reserves to ensure long term viability
- Return on events and other business ventures – ROI, societal scale impact
- Number of “breaches” in compliance matters
- Cost savings
- Appropriate Business cases for all Capital expenditure above agreed amount
- Appropriate policies and procedures documented and a regular review cycle in place
- Achievement of individual and mutual strategic goals of coalition organisations with minimal conflicts of interest