

# Moving Forward Together - WATCAC Strategic Plan 2021-2025.

31 October 2021.

## Introduction

The Western Australian Tandem Cycling Advisory Council is an incorporated community group dedicated to supporting cycling interests for blind and vision impaired persons. This plan provides direction and focus through a process that combines member consultation (undertaken in 2020) with medium to long-term planning. In this way different things can be tried and refined. The plan is intended to "put us all on the same page" and enhance our understanding of

- where WATCAC is going,
- how we are going to get there and;
- how we will know if we are being successful.

## Our vision (what success looks like)

Our vision is to be identifiable as the little organisation that punches above its weight to support and enhance blind and vision impaired participation in cycling in Western Australia.

## Our purpose (why we exist)

WATCAC exists as a community group to promote and improve tandem cycling interests for blind and vision impaired persons in Western Australia.

## Our plan

This plan is intended to help guide the Association over the next 3-5 years in ways that may enhance its impact. We have identified a number of things we must do and within them things we need to get right, in order to succeed. In pursuing our association's goals, we will try to gauge our progress through a number of indicators.

## Strategic Imperatives (four things we must do)

Our first two imperatives are outward or member focused, while our second two imperatives are inward focused on WATCAC as an organisation. Please note that the term "VI" has been used in refer to both blind and vision impaired persons.

### Imperative 1: Focus on our members

- Support existing members.
- Attract and retain new VI stokers.
- Attract and retain new pilots.
- Build our volunteer capacity.
- Incorporate skills that support the organisation.

As a community organisation, there are a number of things we need to get right to give members our highest priority. These enablers and capabilities are:

1. Maintaining a cohort of competent pilots (including 2:1 for casual stokers).
2. Converting prospective VI riders into members.
3. Creating a supporting membership and community of sighted cyclists.
4. Develop opportunities for fitness and skill improvement.
5. Participate in other organised cycling activities, as a part of the mainstream cycling community.

### Imperative 2: Focus on key processes

- Undertake group rides and riding clinics.
- Partner, participate and promote with other cycling groups.

- Engage members and friends as a support community through communication and engage other organisations through advocacy.
- Raise revenues via grants/fundraising/membership.

To do these things well we need to get the following things right. These enablers and capabilities are:

1. Matching rider combinations for independent riding opportunities.
2. Delivering a program of fitness and social oriented cycling that engages members.
3. Delivering a communication plan for members and the broader community.
4. Advocating for blind & vision impaired tandem cycling (e.g. submissions, representation, community profile).

### **Imperative 3: Focus on physical resources**

- Tandem bicycles.
- Secure storage for bikes.
- Minor equipment (pumps, tools, first aid kits, spares).

WATCAC requires resources to operate. Therefore we need to get the following things right.

1. Undertake planned maintenance of our bikes, trailer and related equipment.
2. Streamline systems to minimise volunteer demands.
3. Facilitate motivated members to become tandem owners.
4. Replace/upgrade tandem fleet as possible to match demand and members' interests.

### **Imperative 4: Good governance and compliance**

- WA Associations Incorporation Act 2015 compliance, including financial viability.
- Documented and accessible policies and operations.
- Aust. Charities and Not-for-profits Commission (ACNC) including Deductable Gift Registration.
- Maintain insurance for the organisation and its activities.

WATCAC's committee, supported by its members, needs to get the following things right.

1. Annually conduct incorporated associations self check.
2. Plan and conduct Annual General Meetings, foster committee participation.
3. Documented & maintained policies (e.g. by-laws).
4. Maintain a member register, including invoicing/reminders.
5. Partner with WA Disabled Sports Association for governance support.
6. Understand and manage risks.

## **How do we measure our success?**

To help us monitor our progress we have identified a number of drivers of the effectiveness of WATCAC as an organisation and outcomes we are seeking. These are:

### **Drivers (leading indicators)**

- A regular group riding program of 5-10 VI tandems
- Increased leasing requests from VI members.
- Conversion from enquires and clinics to members.
- Increased volunteer participation (both for riding and behind the scenes).
- Riding activities with other cycling groups.

### **Outcomes (lagging indicators)**

- Over 90% of members renew each year.
- High tandem fleet utilisation, with 20-40% of our VI members leasing or owning tandems for independent use.
- The majority of our VI members have regular riding opportunities and 85% of all members participate in two or more events annually.

- VI participation in community rides e.g. Life Cycle for CanTeen, MS Ocean Ride, Cycle Touring.
- Defined committee and ex-officio roles filled by members.
- Sustainable financial position over 3-5 years.
- All WATCAC organised rides achieved without accident.

### **What does this mean for members?**

We hope that this strategic plan will form the basis of WATCAC's future as an enabling, inclusive, participatory community group that creates connections between blind or vision impaired Western Australians and WA's broader cycling community with the ultimate objective of increasing VI participation in cycling for sport and recreation. If any or all this resonates with you, or you have an idea, need or skill that you think will help shape our future, we'd love to hear from you. Your comments or input on this or on any other aspect of our activities will help ensure a bright future for the WA Tandem Cycling Advisory Council.