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| In Conversation – Change Our Game Champions  Craig Richards, CEO Bicycle Network |
| Video transcript |

**[Change Our Game Logo]**

**[In Conversation – Change Our Game Champion. Craig Richards, CEO Bicycle Network**

**Craig Richards:**

Hi, I'm Craig Richards and I'm the CEO of Bicycle Network and I'm a Change Our Game Champion.

**Interviewer:**

Craig, tell us about your role as a Change Our Game Champion.

**Craig Richards:**

For us, as an organisation, it was actually really interesting because we sit outside the world of sport a little bit because in our job we get people riding bikes but we don't run competitions. We don't have a champion at the end. We don't have a winner. So we sit in this world where we're trying to get people physically active and moving and some of them do that because they really want to test themselves but others are doing it just because they want to get themselves around. So for us, it's a great opportunity and for me personally it's obviously something that I'm very passionate about. It's very dear to my heart. I'd love to think we never had to run these sorts of programs because reality should be that everyone should be equal and it shouldn't really matter where you come from but unfortunately that isn't the case. So we really need to get in and do something about it.

**Interviewer:**  
  
My observation of Bicycle Network would be that it's a pretty gender equal organization anyway. Is that true from an outsider's perspective?

**Craig Richards:**  
Well, it's certainly where we've wanted to be and we've always prided ourselves on being an inclusive organisation. It doesn't matter where you come from, race, religion, sex, you're welcome. Come on in. Some of those areas are, but when it comes to our world of bike riding, there is a bit of a difference there because some of our programs and events are very gender equal and others aren't. A lot of that tends to have a relationship with the risk profile. The higher the risk profile, the perceived risk of that activity, then we get this real gender imbalance. For instance, if you look at some of our events that we run, like the Great Victorian Bike Ride. It's pretty much 50/50 which is good. Then we look at other events like Peak's Challenge and that's about 90/10 so there's a massive imbalance. So we've certainly looked at that and said "We want to do something about that from that perspective as well."

**Interviewer:**

Bicycle Network is a member based organisation but you don't have clubs as such. You don't have some of the issues with clubs and associations and crusty old Boards and etc. But different challenges for Bicycle Network. What are some of the road blocks that you've found in terms of affecting change?

**Craig Richards:**

Yeah, you're right in what you say. We are very lucky in that we have a direct relationship with our members. We don't have any intermediaries between them. We've purposely kept that because it's enabled us to be nimble and change with the times and all those sorts of things. I know when I first started ... as I said, we prided ourselves on this inclusive culture that we've had and we just thought if we provide a quality for everyone then we will eventually get there and all our programs will be 50/50. But they weren't changing. We saw the numbers staying pretty much the same even though we were very open and inclusive about it. We worked out that we saw a little phrase which is something that we've held dear to our hearts that "You can't solve inequality with equality." Then we've gone, "Okay, if we just keep providing equality all we'll do is things will go up but in direct proportion." That's something we've really sought to change and get over that road block and say "Okay, well now we've got to do something different." If we just do the same thing, we'll always have the same problem.

**Interviewer:**  
  
What about from an organisation perspective? Board and senior management and staffing. Are there changes that you have made, hoping to make in that regard as well?

**Craig Richards:**  
  
We've been pretty lucky, really. We've had a policy of really just picking the best candidate. Through that we've pretty much got exact equality. For instance, we just put two new team members onto our leadership team. Now, when previously we had 50/50, now we've got two men and four women. So that happened not through a conscious decision, just by the fact that we picked out best candidates. One of those was grown from internally which was fantastic as well. We developed one team member over a number of years as well.

**Interviewer:**  
  
What are you learning in conversations with the other champions? Everyone's got a different story.

**Craig Richards:**  
  
Yeah, it is interesting and that's been wonderful for us. We sit outside this world. We haven't been as connected as we should be with other sporting organizations and recreational organizations. It's been really interesting to hear their stories. Some we've seen ... because we thought we were doing pretty well in this space and in others ... and some we've seen yeah we're going well and others we go, "Geez, we've got a bit to go." I know particularly the exercise we did where we had a pretty close look at Gymnastics Victoria. We did a swap where they came and looked at us and we looked at them. We certainly learned a lot from an organization that we think we look at now and go, "Geez, we want to get better." They're one that we think we've learned a lot from in both the ways they respectfully treat everyone but also make sure that when it comes to anyone working there, they have great opportunities. That's one we know we need to work at as well.  
  
**Interviewer:**

We're going to come back at the end of the year and say, "Okay, Craig. What changes have you made? Where have you gone from Point A to Point B?" What are you hoping that looks like during that period?

**Craig Richards:**  
  
Looking at the short term because it's only a short time, one of the big things we are making sure we're doing is developing our internal team members and particularly putting training around our women to make sure that they can become our leaders of the future. We've been fairly successful in letting them grow through organically but I know over time there's been some who have left. Gone to other organizations and that's something that we've always had dismay with, "Why have they done that and gone where they've had different opportunities." We want to be able to provide those opportunities internally because when it comes to what we're trying to do ... get people physically active ... it shouldn't really matter what gender you are. But we do want to make sure that the people we grow from internally have a great background so that they are able to step up in leadership positions. In organization they get there very quickly. We have a lot of people who become general managers in their twenties and at times they can, while they've done their time with us, perhaps in the broader perspective they can be a little bit narrow in their thinking. So this is going to give us a great opportunity to link in both with other organizations and provide training that normally we wouldn't be able to because we'd be doing it all ourselves.  
  
**Interviewer:**

Government investment, a lot of it is directed towards facilities which is really useful for football clubs. They need changing rooms for their male and female players. What about for you? Is the government investment making a difference?

**Craig Richards:**  
  
Yeah, certainly the training program we're able to provide for our young women leaders, we wouldn't have been able to provide that without the government investment. We'd be left doing it internally ourselves and while we'd do the best we can, it wouldn't have a wide enough focus. So that investment for us has been a real welcome change. For an organization where we do everything we can to develop people, but still we struggle with that because we've obviously got other financial considerations. That's been a wonderful opportunity for us to provide something that we wouldn't have been able to otherwise.  
  
I'm Craig Richards and I'm the CEO of Bicycle Network and now is the perfect time to Change our Game.

**[Change our Game logo]**

**[State Government of Victoria logo]**

[Authorised by the Department of Health and Human Services, 50 Lonsdale St Melbourne. Spoken by D. Culbert and C. Richards]

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