



STRATEGIC PLAN

2017 – 2019



FROM THE BOARD

The Motorcycling Queensland Strategic Plan (2017-2019) provides a clear direction for the organisation over the next three (3) year period. The main focus will be on the following eight (8) 'Drivers':

1. *Club and Regional Development*
2. *Organisation and Finance*
3. *Communications, Marketing and Profile*
4. *Facilities*
5. *Participation*
6. *Events*
7. *Environment*
8. *Risk Management*

Underpinning this Strategic Plan will be a detailed annual 'Operational Plan' that will provide detailed information in relation to targets, measures and outcomes.

We look forward to working with all our member clubs in progressing the various priorities outlined in this plan.

The Board Motorcycling Queensland

OUR MISSION:

"Advance motorcycling in a fun and inclusive environment"

Ride Race Enjoy

OUR VISION

The motorcycling community will be engaged, supported and developed by Motorcycling Australia.

We commit to providing world class:

- *Opportunity*
- *Education*
- *Development programs*
- *Member value*
- *Club development & support*

OUR VALUES

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|---------------------|--|
| Respect: | We treat everyone equally, professionally and with dignity |
| Unity: | We work as a team and support each other |
| Pride: | We strive for excellence and are committed to leaving a positive legacy for the future |
| Integrity: | We act transparently, honestly and ethically in all we do |
| Innovative: | We are a learning and continuously improving organisation that applies innovative and technological solutions |
| Sustainable: | We take actions to promote and create viable opportunities in an environmentally and financially responsible way |

CORE STRATEGIC OBJECTIVES - 2017 to 2019

After reviewing past performance, the MQ Board and management determined that the main focus for the next three-year planning period would be on the following core strategic objectives:

- Provide targeted assistance to our clubs to make them more strategic, more professional, more profitable and more sustainable.
- Raise the profile and change the public image of the sport by enhanced promotional activities.
- Conduct targeted programs (including 'Women's Week') that will increase the number of female participants and female club members.
- Conduct programs that will increase indigenous participation in our sport.
- Utilise research to ensure that all future MQ programs and activities are based upon member and participant needs.
- Embrace technology to the fullest and utilise social media to interact more effectively with members.
- Continue to have a major focus on junior development and the initiation of innovative/leading edge programs to attract more members.
- Aggressively pursue and follow up on any opportunities that may arise to acquire new facilities in locations deemed strategic by MQ.
- Proactively seek new funding sources/income streams and maximise the earnings from current MQ owned and managed facilities and venues.
- Investigate the establishment of an 'MQ Charitable Foundation' with a charter to assist members and non-members alike who may need help as a result of injury and/or its aftermath. In addition, the foundation would raise money to help both women and girls and indigenous youth to achieve their full potential both on and off their motorcycle.
- Market and promote our organisation and our sport more professionally to both existing and potential members.

- Elevate the status of our championship events and make them more profitable by being more creative and forward thinking in both the planning and staging of these events.
- Seek an overall sponsor for our major events.
- Provide opportunities and support services (e.g. Scholarship Program) that will enable Queensland's most talented riders to reach their full potential in the sport.
- Maintain our commitment to the promotion of sustainable environmental models, particularly in relation to sound and dust issues.

Driver One: Club and Regional Development

'Continue to enhance the development and standard of motorcycle sport and recreation in Queensland via our member clubs'

Supporting Strategies

- 1.1 Build the capacity of our clubs by raising awareness of and by promoting and gaining support for MQ's statewide club development and support initiatives.
- 1.2 Appoint several MQ Regional Development Officers to service and coordinate a selected number of club clusters.
- 1.3 Continue to deliver programs that support club development.
- 1.4 Undertake cost effective research:
 - to identify potential members/participants
 - to better understand the specific needs of existing members
 - to enable the setting of realistic targets, and then
 - to develop effective strategies and programs.
- 1.5 Promote and assist MQ clubs to undertake their own 'Health Checks' by providing a professional and easy to complete module.
- 1.6 Assist MQ clubs in submitting applications for funding assistance for development, infrastructure, equipment and planning assistance.

Performance Targets

- Over 20% of MQ clubs will have participated in the recently launched 'Clever Clubs' program.
- Participants/members provide an 80% satisfaction rating for all MQ programs and events.
- The annual MQ survey of all clubs will result in a 70% response and at least an 50% satisfaction rating for MQ services across all categories.

- An increasing amount of funding per year received by MQ clubs via successful grant applications to appropriate funding bodies.
- An increased number of clubs applying for funding assistance from MQ's Club Development Grants Program. Target: 5 applications per round.

Driver Two: Organisation and Finance

'Ensure sound management and financial sustainability across all levels of the organisation'

Supporting Strategies

- 2.1 Ongoing review of MQ's governance, management, programs and communication.
- 2.2 Recruit, train and retain a professional team of staff, officials, coaches and volunteers at both a strategic and operational level.
- 2.3 Continue to enhance MQ's financial management systems to ensure visibility and transparency.
- 2.4. Continue to develop and maintain strong relationships with Government and other funding agencies to maximise funding opportunities.

Performance Targets

- MQ Board and management meet Performance Targets set in the Strategic Plan (2017-2019).
- Board support the governance and management of the organisation.
- 80% of all MQ Sub Committees to undertake an annual evaluation against plans and budgets.
- MQ to retain its status as a Tier 2 sport for Government funding.
- Appoint two (2) independent Directors with marketing and accounting skills and qualifications.

Driver Three: Communications, Marketing & Profile

'Promote and grow our brand to a much wider audience'

Supporting Strategies

- 3.1 Maintain strong and effective communication links between MQ and its members.
- 3.2 Develop a comprehensive 'Marketing Plan' (with associated KPIs) and provide appropriate linkages with MQ research activities.

- 3.3 Grow support for motorcycling by engaging more professionally and more regularly with the media, corporate partners and sponsors.
- 3.4 Increase the profile of our elite riders and continue to build on the enhanced engagement between MQ and these riders.
- 3.5 Maximise the use of social media and new technology such as Ridernet, live streaming and imaging.
- 3.6 Engage and use the profile of retired champions in sport development.

Performance Targets

- Position MQ and motorcycling as a strong and recognised brand.
- An 80% satisfaction rating for MQ's communication efforts in the annual member survey.
- An increasing number of 'likes' on Facebook.
- Ridernet completed and fully functional.
- Ridernet usage Vs non usage.
- Increased live streaming of MQ events.
- The number of 'star' riders actively engaged with MQ development programs.
- Positive feedback from our high profile riders at the annual MQ 'Rider Forum'.

Driver Four: Facilities

'Provide safe and sustainable riding and event facilities'

Supporting Strategies

- 4.1 Continue to develop Queensland Moto Park to be the benchmark off-road riding facility in Australia.
- 4.2 Undertake business modelling at Willowbank (50 year lease) to ensure all activities are both commercial and profitable.
- 4.3 Continue to engage all levels of Government to ensure support for sufficient facilities of appropriate standard for the sport.
- 4.4 Maximise land and office space owned by MQ.
- 4.5 Pursue and follow up on opportunities that may arise to acquire new facilities in locations deemed strategic by the MQ Board.
- 4.6 Support and mentor private developers of trail bike parks and other facilities for motorcycling.
- 4.7 Enhance support for clubs regarding venues tenure.

Performance Targets

- 7% increase/growth in rider numbers at QMP from 2017
- Realise at least a \$25,000 profit at QMP in 2017.
- Head Office fully tenanted by mid-2017.
- Adjacent block (to Head Office) providing \$20,000 income per year by mid-2017. E.g. paid parking.
- The number of new venues for motorcycling in Queensland by the end of 2019, whether managed by MQ, our clubs or by private promoters.
- MQ venues receive top ratings in terms of safety for members and spectators.

Driver Five: Participation

'Undertake and then utilise research to ensure that all future MQ programs and activities are based upon member and participant needs'.

Supporting Strategies

- 5.1 Continue to have a major focus on junior development and the initiation of innovative and leading edge programs to attract more club members.
- 5.2 Focus on enhanced illumination and lighting to increase participation opportunities across the State.
- 5.3 Continue to improve participation pathways from grassroots to elite level.
- 5.4 Assist our clubs to provide and promote a range of recreational and competition opportunities for juniors, particularly girls and indigenous youth.
- 5.5 Provide support, assistance and professional education and training programs to enhance the skill levels of MQ's Officials, Volunteers and Coaches.
- 5.6 Offer development pathways for riders, coaches, officials and volunteers via competitions and state/national programs.
- 5.7 Continue to enhance the experience of volunteers within the sport.
- 5.8 Engage with elite competitors and retired 'stars' to support and promote participation programs.

Performance Targets

- 5% annual increase in MQ licence holders.
- A small number of junior clubs are conducting regular Mini-Khanas.

- At least 10 clubs will be offering special introductory or 'Come and Try' programs for women.
- A 20% increase in female and indigenous participation.
- A 10% increase in the number of attendees at training courses offered to Coaches and Officials.
- The introduction of online training and education modules.

Driver Six: Events

'Increase the status and profile of our State titles and Open events and make them more profitable by being more creative and forward thinking in both the planning and staging of these events'.

Supporting Strategies

- 6.1 Ensure the conduct of all MQ's major events incorporate innovation, best practice and sound planning.
- 6.2 Maintain and develop more commercial relationships with key stakeholders.
- 6.3 Develop resources to assist event organisers in running professional and profitable events. e.g. 'How To' booklet/Ridernet event module.

Performance Targets

- 100% of all open and championship events are profitable.
- Steward's reports will rate the professional conduct of all events at a rating of at least 8 out of 10.
- The number of spectators and the associated rating they give the event.
- Assessment of income and expenditure for events will show an increasing profit margin.

Driver Seven: Environment

'Provide safe, sustainable and environmentally responsible riding and event facilities'

Supporting Strategies

- 7.1 Continue to monitor and improve the environmental management of our facilities and the activities conducted within them.
- 7.2 Promote sustainable environmental management models to our clubs and provide education on responsibilities and accountability requirements under current legislation.

- 7.3 Develop ongoing relationships with relevant Queensland Government Departments and Local Government Authorities (LGA's) in relation to planning and environmental issues.

Performance Targets

- The number of clubs attaining compliance with the National Environmental Code and Management Plan.
- The environmental management of MQ's licensed facilities and the conduct of permitted activities will be measurably improved.

Driver Eight: Risk Management

'MQ is committed to the safety of all riders, competitors, spectators and employees'

Supporting Strategies

- 8.1 Monitor safety and compliance by MQ clubs against the MA Risk Management Plan and its associated policies.
- 8.2 MQ will provide ongoing promotion, training and education in relation to safe conditions, safe behaviour and effective safety management systems to all clubs.
- 8.3 MQ and its clubs will seek innovative and cost effective solutions to maximise the safety of riders, competitors, spectators and employees.
- 8.4 MQ will work closely with event organisers to collate and summarise incident data.

Performance Targets

- In conjunction with MAIL, quantify the annual cost of non-compliance by MQ clubs with risk management regulations and guidelines.
- An increasing number of MQ clubs to have identified, analysed and reported their liability associated with a range of risks.