



## Strategic Business Plan

# Motorcycling South Australia Inc 2012 – 2015

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## **Vision**

To be the recognised leader in the provision of motorcycle sporting and recreational activity in South Australia

## **Mission Statement**

Motorcycling South Australia's mission is to provide the facilities and resources to manage, develop and promote safe and enjoyable competition and recreational motorcycling in SA.

## **Corporate Values**

With strong leadership guided by our common vision and with integrity and equality, Motorcycling SA will remain committed to community, members and volunteers to ensure enjoyment, growth and development of motorcycle sport and recreation in SA.

## **Key Results Areas**

- 1.0 Riding – Facilities, venues, areas
- 2.0 Environment
- 3.0 Club Development
- 4.0 Sport Development – officials, promotion, coaching
- 5.0 Organisational Governance/Management

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## Major Goals

The following key goals will be pursued by Motorcycling South Australia Inc over the period of this Strategic Plan:

- Maintain and enhance all existing ride venues
- Pursue development of and access to additional ride areas/facilities
- Offer safe events and activities
- Improve rider licence holder numbers and participation

## Strategic Action Programs

The following priority strategic action programs will be implemented:

- Audit of facilities
- Club facilities development assistance
- Development of major multi-disciplinary facility with other partners, but retain MSA interest
- Implement Off Road Strategy
- Develop and distribute a Club Manual for South Australia
- Implement testing program for events for:
  - Alcohol and Drugs
  - Noise

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<b>1.0 Riding – Facilities, venues, areas</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority/ deadline</b>	<b>KPI</b>
<b>1.1</b>	<b>Support existing ride venues</b>				
1.1.1		<ul style="list-style-type: none"> <li>• Identify existing ride venues/clubs               <ul style="list-style-type: none"> <li>○ Graphically represent location of tracks</li> <li>○ Develop Electronic track maps</li> <li>○ Audit                   <ul style="list-style-type: none"> <li>○ Tenure</li> <li>○ Planning conditions</li> <li>○ Key issues</li> </ul> </li> </ul> </li> </ul>	Audit – MSA/Clubs	30 Mar 13	# Tracks # Tracks complete
1.1.2		<ul style="list-style-type: none"> <li>• ACUSA Park               <ul style="list-style-type: none"> <li>○ Ensure appropriate management structure – MSA oversight/control</li> <li>○ Master plan development of site</li> <li>○ Increase use/ public access                   <ul style="list-style-type: none"> <li>▪ Recreational</li> <li>▪ Club Competition</li> </ul> </li> </ul> </li> </ul>	MSA/ACUSA committee	30 Mar 13 30 Sep 13 31 Dec 13	# times used Comp/Open to public # participants
1.1.3		<ul style="list-style-type: none"> <li>• Maintenance and development assistance               <ul style="list-style-type: none"> <li>○ MSA develop plan on how to support                   <ul style="list-style-type: none"> <li>▪ Funding</li> </ul> </li> <li>○ Relationships with suppliers</li> </ul> </li> </ul>	MSA/Clubs Facilities Development Grant	30 Dec 13 ongoing	# clubs assisted \$ spent

<b>1.0 Riding – Facilities, venues, areas</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority/ deadline</b>	<b>KPI</b>
1.1.4		<ul style="list-style-type: none"> <li>• OHS&amp;W               <ul style="list-style-type: none"> <li>○ Assist clubs with Safety and Compliance</li> </ul> </li> </ul>	MSA	ongoing	
<b>1.2</b>	<b>Development of New Facilities/areas to ride</b>				
1.2.1		<ul style="list-style-type: none"> <li>• Clearly define/document facility gaps               <ul style="list-style-type: none"> <li>○ Road Race</li> <li>○ Long Track</li> <li>○ Dirt Track</li> <li>○ Trail Ride Areas – link to Off Road Strategy</li> <li>○ Camping</li> </ul> </li> </ul>	Output from Audit	30 May 13	
1.2.2		<ul style="list-style-type: none"> <li>• Develop a Multidisciplinary Facility               <ul style="list-style-type: none"> <li>○ Designed for motorcycle sport</li> <li>○ MSA facility – member access/interest</li> <li>○ TBMP</li> <li>○ Recreational and/or competition</li> </ul> </li> </ul>	MSA/CPG(TBMP) MSA Clubs Other investors	End 2015	
1.2.3		<ul style="list-style-type: none"> <li>• Engage with private operators/ non-affiliated bodies,               <ul style="list-style-type: none"> <li>○ Compliance etc with MA Safety requirements</li> <li>○ Examine cost/insurance</li> </ul> </li> </ul>	MSA Off Road Strategy Working Party	June 2013 Ongoing	# approaches #new parties using MSA system

<b>1.0 Riding – Facilities, venues, areas</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority/ deadline</b>	<b>KPI</b>
1.2.4		<ul style="list-style-type: none"> <li>• Facilitate provision of Trail Ride areas               <ul style="list-style-type: none"> <li>○ Forest access</li> <li>○ Council/SA Govt Land</li> </ul> </li> </ul>	MSA Off Road Strategy – Working Party	Dec 2014	# New areas
<b>1.3</b>	<b>Ensure Safety compliance of all venues</b>	<ul style="list-style-type: none"> <li>• Venue inspection/licensing               <ul style="list-style-type: none"> <li>○ Ensure all venues inspected and licence in accordance with MA Track Guidelines</li> </ul> </li> </ul>	MSA/Inspectors Clubs	Annually	# venues inspected # venues licensed
<b>1.4</b>	<b>Implement Off Road Motorcycle Strategy</b>				
<b>1.4.1</b>		<ul style="list-style-type: none"> <li>• Establish working party to implement strategy</li> <li>• Focus on priority strategy initiatives               <ul style="list-style-type: none"> <li>○ Define opportunities</li> <li>○ Facilities</li> <li>○ Forest access</li> <li>○ Safety/education</li> <li>○ Legal riding</li> <li>○ Environmental impact</li> </ul> </li> </ul>	MSA – Working Party  Key Partners <ul style="list-style-type: none"> <li>• MTA</li> <li>• ORS</li> <li>• LGA</li> <li>• NRM</li> <li>• MDB</li> </ul>	Mar 2013	

<b>2.0 Environment</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority</b>	<b>KPI</b>
<b>2.1</b>	<b>Noise compliance</b>				
<b>2.1.1</b>		<ul style="list-style-type: none"> <li>• Ensure compliance with MA Noise requirements               <ul style="list-style-type: none"> <li>○ Noise testing equipment</li> <li>○ Accredited noise Testers</li> <li>○ Officials to be trained as testers</li> <li>○ Testing at events</li> </ul> </li> </ul>	MSA & Clubs	30 Jun 13	# clubs with equipment # noise testers # testers trained #events testing # bikes tested # non-compliances
<b>2.1.2</b>		<ul style="list-style-type: none"> <li>• Ensure venues supported               <ul style="list-style-type: none"> <li>• Venue specific data monitoring</li> <li>• SA Noise Policy understanding and compliance</li> </ul> </li> </ul>		Dec 2013	
<b>2.2</b>	<b>Achieve Sustainability</b>				
<b>2.2.1</b>		<ul style="list-style-type: none"> <li>• Assist clubs with environmental management of venues               <ul style="list-style-type: none"> <li>○ Erosion control /Creeks</li> <li>○ Dust</li> <li>○ Weeds</li> <li>○ Machinery</li> <li>○ Revegetation</li> </ul> </li> </ul>	MSA Clubs NRM – Local Action Planning Groups		# venues with Environmental Management Plans
<b>2.2.2</b>		<ul style="list-style-type: none"> <li>• Ensure MA environmental requirements met               <ul style="list-style-type: none"> <li>○ Enviromats</li> <li>○ Promote contact with SA’s MA Environmental Officer</li> <li>○ Audit of venues</li> </ul> </li> </ul>		Dec 2013	#audits Compliance rate
<b>2.2.3</b>		<ul style="list-style-type: none"> <li>• Engage with local council for support               <ul style="list-style-type: none"> <li>○ Council Environmental Officers</li> <li>○ Traffic management</li> <li>○ Road Maintenance</li> <li>○ Joint use arrangements</li> </ul> </li> </ul>	MSA/Clubs	Dec 2013	



<b>3.0 Club Development</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority/Deadline</b>	<b>KPI</b>
<b>3.1</b>	<b>Governance/Skill development</b>				
<b>3.1.1</b>		<ul style="list-style-type: none"> <li>• Committee support               <ul style="list-style-type: none"> <li>○ Training                   <ul style="list-style-type: none"> <li>▪ Business Plan</li> <li>▪ Cashflow mgmt</li> <li>▪ Role of positions</li> </ul> </li> <li>○ ORS – Star Club</li> <li>○ Club Manual                   <ul style="list-style-type: none"> <li>▪ Information packs</li> </ul> </li> <li>○ GM/Board Regional Club Visits</li> </ul> </li> </ul>	MSA Office Rec & Sport Clubs	Jun 2013 Jan 2013  Jan 2013 2 per year	#Star Club Clubs  Completion of Club Manual
<b>3.1.2</b>		<ul style="list-style-type: none"> <li>• MSA Constitution review</li> </ul>	MSA	April 2014	
<b>3.2</b>	<b>Develop resources and skills for effective event management</b>				
<b>3.2.1</b>		<ul style="list-style-type: none"> <li>• Shared resources pool information               <ul style="list-style-type: none"> <li>○ Officials, equipment etc</li> <li>○ Promotional resources</li> </ul> </li> </ul>	MSA/Clubs	Dec 2013	
<b>3.2.2</b>		<ul style="list-style-type: none"> <li>• Cost of events               <ul style="list-style-type: none"> <li>○ Review of permit costs, benefits and process</li> <li>○ Review Venue licensing costs</li> </ul> </li> </ul>	MSA	Aug 2013	Mar 2013 Mar 2013

3.2.3		<ul style="list-style-type: none"> <li>• Promotion <ul style="list-style-type: none"> <li>○ Support promotional activity of events</li> <li>○ Explore engagement of 'single' promoter across MSA activities</li> </ul> </li> </ul>	MSA/Clubs	Dec 2013 Dec 2013	# events supported
3.3	<b>Club relationships – within, between and with MSA</b>				
3.3.1		<ul style="list-style-type: none"> <li>• Review administrative requirements – Permit reports etc <ul style="list-style-type: none"> <li>○ Simplify admin requirements</li> </ul> </li> </ul>	MSA	Mar 2013	
3.3.2		<ul style="list-style-type: none"> <li>• Issues between clubs <ul style="list-style-type: none"> <li>○ Provide defined conflict resolution protocol – mediation etc</li> <li>○ Member Protection Information Officer</li> </ul> </li> </ul>		Jun 2013	Process established MPIO appointed
3.3.3		<ul style="list-style-type: none"> <li>• Encourage interaction between clubs</li> </ul>			
3.3.4		<ul style="list-style-type: none"> <li>• Establish Social Media Policy and ensure enforcement</li> </ul>	MA Policy	Dec 2012	
3.4	<b>Funds/Resources</b>				
3.4.1		<ul style="list-style-type: none"> <li>• Highlight grant programs <ul style="list-style-type: none"> <li>○ Core function and responsibility of MSA Staff member</li> </ul> </li> </ul>		ongoing	
3.4.2		<ul style="list-style-type: none"> <li>• Assist in grant applications</li> </ul>		ongoing	# grant applications # successful applications

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<b>4.0 Sport Development – Officials, promotion, Coaching</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority/Deadline</b>	<b>KPI</b>
<b>4.1</b>	<b>Ensure attraction and retention of Officials</b>				
<b>4.1.1</b>		<ul style="list-style-type: none"> <li>• Training <ul style="list-style-type: none"> <li>○ Regional Seminars</li> <li>○ Intro course for club meetings (dvd?)</li> <li>○ Online seminars/assessment</li> <li>○ Improved process, guidelines and training material</li> <li>○ Linked to national content</li> </ul> </li> </ul>	MA/MSA MSA/ORP MA/MSA	Jun 2013 Jun 2013 Dec 2013 Dec 2012 Dec 2013	2/3 per year
<b>4.1.2</b>		<ul style="list-style-type: none"> <li>• Support <ul style="list-style-type: none"> <li>○ Officials Review Panel</li> <li>○ Experienced Mentors</li> <li>○ Protection from Bullying behaviour</li> <li>○ Facilitate opportunities for inter club/cross discipline officiating</li> </ul> </li> </ul>		Sep 2012 Dec 2013 ongoing	# meetings
<b>4.1.3</b>		<ul style="list-style-type: none"> <li>• Streamline event reporting systems <ul style="list-style-type: none"> <li>○ Reduce paperwork</li> </ul> </li> </ul>	Dev Officer – GM – ORP	Mar 2013	
<b>4.1.4</b>		<ul style="list-style-type: none"> <li>• Develop pathways to elite level officiating <ul style="list-style-type: none"> <li>○ Case study – path to Moto GP</li> </ul> </li> </ul>		June 2013	
<b>4.1.5</b>		<ul style="list-style-type: none"> <li>• Drug and alcohol testers <ul style="list-style-type: none"> <li>○ Engagement of providers for State title Events</li> </ul> </li> </ul>		Dec 2012	
<b>4.2</b>	<b>Increase promotion of sport to general public</b>				
<b>4.2.1</b>		<ul style="list-style-type: none"> <li>• Explore opportunities to engage Publicity officer /Media position</li> <li>• Promote events/results through media releases</li> <li>• Static displays – shows etc</li> <li>• Promotional material for clubs</li> </ul>		Dec 2013	

<b>4.0 Sport Development – Officials, promotion, Coaching</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority/Deadline</b>	<b>KPI</b>
4.2.2		<ul style="list-style-type: none"> <li>• Utilise modern communication technology for promotion of sport               <ul style="list-style-type: none"> <li>○ You tube channel</li> <li>○ Rider videos</li> </ul> </li> </ul>			
4.3	<b>Promote Coaching culture and develop Coaches</b>				
4.3.1		<ul style="list-style-type: none"> <li>• Acknowledge highly experienced international riders as mentors               <ul style="list-style-type: none"> <li>○ Encourage to become coaches</li> <li>○ Fast track development</li> </ul> </li> </ul>			
4.3.2		<ul style="list-style-type: none"> <li>• MSA Coaching Days</li> </ul>	Dev Officer Cost neutral	ACUSA Clare	3 per year
4.3.3		<ul style="list-style-type: none"> <li>• Develop and support Coaches               <ul style="list-style-type: none"> <li>○ Encourage skill development – cross sport</li> <li>○ Identify and recognise good coaches</li> <li>○ Identify potential new coaches</li> <li>○ Level 2 support</li> </ul> </li> </ul>	MSA/Clubs		
4.4	<b>Attract New riders /develop new events</b>				
4.4.1		<ul style="list-style-type: none"> <li>• School/youth exposure               <ul style="list-style-type: none"> <li>○ In school program</li> <li>○ Word of mouth</li> </ul> </li> </ul>	Dev Officer		
4.4.2		<ul style="list-style-type: none"> <li>• Promotion of benefits in club membership</li> </ul>			
4.4.3		<ul style="list-style-type: none"> <li>• Assist development of new event/activity opportunities               <ul style="list-style-type: none"> <li>○ Recreational</li> <li>○ Competition</li> </ul> </li> </ul>		Jan 2013 ongoing	

<b>4.0 Sport Development – Officials, promotion, Coaching</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority/Deadline</b>	<b>KPI</b>
		<ul style="list-style-type: none"> <li>○ Minikhana</li> </ul>		2014	
<b>4.4.4</b>		<ul style="list-style-type: none"> <li>● Come n Try Days               <ul style="list-style-type: none"> <li>○ National Come n Try day</li> <li>○ Licence incentive</li> </ul> </li> </ul>	MSA Clubs	Sept 2012 Mar 2013	# CnT days  # licences
<b>4.5</b>	<b>Elite competition</b>				
<b>4.5.1</b>		<ul style="list-style-type: none"> <li>● Junior elite pathways               <ul style="list-style-type: none"> <li>○ Develop clear pathways for juniors to elite competition level</li> </ul> </li> </ul>	MSA	April 2013	
<b>4.5.2</b>		<ul style="list-style-type: none"> <li>● Elite coaching program               <ul style="list-style-type: none"> <li>○ Develop and run an all disciplines Elite Training Camp</li> </ul> </li> </ul>	MSA	June 2014	# participants
<b>4.5.3</b>		<ul style="list-style-type: none"> <li>● Assist in the attraction and retention of National /international events</li> </ul>	MSA	ongoing	Number of national events Number of new events
<b>4.6</b>	<b>Volunteers</b>	<ul style="list-style-type: none"> <li>● Support for               <ul style="list-style-type: none"> <li>○ Avoid misuse and burnout</li> <li>○ Community group alliances</li> </ul> </li> </ul>			

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<b>5 Organisational Governance/Management</b>					
	<b>Strategy</b>	<b>Initiatives</b>	<b>Resources</b>	<b>Priority</b>	<b>KPI</b>
5.1	Effective Structure of office for management and administration of the sport	<ul style="list-style-type: none"> <li>Review office structure/roles               <ul style="list-style-type: none"> <li>Focus on delivery of strategic objectives</li> </ul> </li> </ul>	MSA	Aug 2013	
5.2	Ensure effective communication with clubs, members and general public	<ul style="list-style-type: none"> <li>Enhance/improve website</li> <li>Facebook</li> <li>Develop SMS tool for reminders of MSA Meetings and key information</li> </ul>	MSA	Aug 2013 Jan 2013 Feb 2013	
5.3	Have efficient office systems	<ul style="list-style-type: none"> <li>Contribute to National Database Development</li> <li>Review/revise records management system (electronic/hard copy)</li> </ul>	MSA	Nov 2013 Jan 2013	
5.4	Ensure clear Policies, Procedures and Guidelines are in place for key operational and administrative aspects of the sport	<ul style="list-style-type: none"> <li>Development of Club Manual outlining all Policies/Procedures</li> <li>Undertake review of all Policies/Procedures</li> </ul>	MSA	By 1 Jan 2013 By 31 Dec 2013	
5.5	Effective and prudent financial management of Association	<ul style="list-style-type: none"> <li>Updates of financial position at General Meetings</li> </ul>	MSA		YTD/Budget Analysis and Cashflow