

**BMX VICTORIA**

***Strategic  
Plan***

**2019–2022**



**GROWING BMX IN VICTORIA**

# **vision**

*'to build community through bikes and people'*

# **mission**

*'to provide opportunities for people to experience all styles of BMX, across all levels of the sport, in an inclusive environment'*

# **values**

Transparent  
Supportive  
Progressive  
Collaborative  
Respectful



# Pillar 1 - leadership

*FOCUS: Making the right decisions for BMX*

## Strategic Focus

### Governance

#### **The BMX community asked for:**

Seek opportunities to grow footprint of BMX in Victoria through awareness of the environment and strategic decision making

Board members to lead and report on key portfolio areas (Performance, Technical Officials, Marketing & communications, Finance & risk)

Implement a policy review schedule, ensuring policies are brought up to best practice standard

Develop sub-committees of the Board to provide advice and outcomes to the sport

Investigate strategies to increase Board efficiency and effectiveness

Seek opportunities to collaborate with other 2 wheels sports

Drive continuing improvement of organization and Board governance

Adhere to Sport Australia's best practice governance principles

Develop and implement a formal, compliant risk management system addressing strategic, operational and financial risks

### Financial Performance

Focus on strong revenue generating activities.

Identify all commercial assets owned by BMX Victoria and maximize revenue generating potential.

Increase transparency of finances and financial reporting to members.

Review pricing structures to seek efficiencies and increase value proposition.

Diversify income streams through commercial and other opportunities.

Monitor and manage costs efficiently.

Build and maintain adequate capital reserves to meet future funding requirements.

#### **BMX Victoria's objectives:**

BMX Victoria will conduct quarterly environmental scans to identify opportunities and threats to BMX in Victoria.

By 2021 BMX Victoria will have conducted a whole of sport review

BMX Victoria will conduct an annual review of the strategic plan, reporting back to members.

By June 2020, BMX Victoria will have conducted a review of all current by-laws and policies governed by BMX Victoria and will continue to do so annually.

By 2020 BMX Victoria will engage with at least one other two-wheel sports and seek opportunities to collaborate. These may include mountain bike, track or road cycling.

By 2020 BMX Victoria will complete a governance review and implemented recommendations.

By 2021 BMX Victoria will engage in annually skills and performance audits for Board members.

By 2020 BMX Victoria will create a 'Risk and audit committee' to advise upon present and future risks.

BMX Victoria is committed to gender equity and will ensure that the board meets 40% minimum of either gender with full voting rights.

By 2019 Victoria will provide greater transparency of financial reporting to members through structured quarterly communications.

By 2020 BMX Victoria will deliver a portfolio of active commercial interests and partnerships that generate regular income reducing reliance on government funding sources.

## **Strategic Focus**

### **Communication**

#### **The BMX community asked for:**

Develop transparent communication and reporting procedures to enable regular communication with clubs, including feedback systems.

Develop communication strategy.

Engage with clubs through regular Council meetings.

Create a more pro-active, visible presence in the community to enhance the profile of the sport through traditional and innovative marketing approach (including social media)

### **Advocacy**

Advocate on behalf of BMX community for industry and government support and funding.

Advocate to state and local governments for the need of planning, provision and improvement of facilities.

Advocate industry integrity, state-wide facility auditing, occupational health and safety policies and practices.

Drive responsible behavior through promotion of the Victorian Code of Sport Conduct, as well as Play by the rules

### **Service Delivery**

Provide clubs development resources and training opportunities to clubs

Recognize and reward clubs and individuals within the sport for their contribution

Seek opportunities to develop a BMX state centre

#### **BMX Victoria's objectives:**

BMX Victoria will provide formal communication to clubs on a monthly basis.

By May 2020, BMX Victoria will develop a 3 -year marketing plan that will be reviewed on an annual basis, with the third year reviewed and rolled forward dependent on opportunities and threats within the environment.

By May 2020, BMX Victoria will develop a 3 -year marketing strategy that ensures women's BMX receives no less than 50% recognition on an annual basis.

BMX Victoria will conduct quarterly Council meetings to better engage with clubs and understand their needs.

BMX Victoria will engage with State and local governments, as well as industry, on a regular basis to identify opportunities for member clubs to increase participation.

BMX Victoria will engage with State and local governments in order to support the development of BMX environments that are equitable to all who wish to participate (women and girls, people with a disability, CALD and the LGBTI community).

BMX Victoria will provide regular best practice creating a stronger and safer sporting environment.

BMX Victoria will empower those who deliver the sport to provide an inclusive and respectful environment through appropriate strategies and frameworks (i.e Victorian Code of Sport Conduct and Play by the rules) .

BMX Victoria will provide biannual 'best practice' club development opportunities to BMX Clubs based upon feedback from clubs.

BMX Victoria will investigate the feasibility of developing a commercial BMX facility by 2022.

BMX Victoria will conduct a statewide facility audit, with a focus on the provision of facilities that allow an equitable environment to all who wish to participate (women and girls, people with a disability, and the LGBTI community).

BMX Victoria will recognize and reward clubs and individuals through their contribution to BMX on an annual basis through public acknowledgement and an awards function.

# Pillar 2 - participation and performance pathway

*FOCUS: More opportunities for participation and success*

## Strategic Focus

### Participation

#### **The BMX community asked for:**

Provide opportunities for clubs to engage with the community (i.e. schools) through structured programs, resources and support

Continue to develop and review participation opportunities for riders across all ages, abilities and disciplines (racing and freestyle).

Promote and provide a range of education and training opportunities, including; squads, clinics and training days.

Provide introductory programs that are accessible, inclusive, sustainable and meet the needs of casual participants (i.e. Pumped).

Seek ways to reduce barriers to participation and promote inclusion.

Explore opportunities to engage with the BMX Freestyle community.

### Athlete Pathways

Collaboratively review athlete development pathway, and structures identifying ways to provide development opportunities and support for development squads.

Clear policies for inclusion into squads and teams

Provide resources, and education to athletes and parents to increase understanding of the sport and behavioral expectations,

Renewed focus on State teams

### Support for Coaches

Promote and provide quality training and accreditation opportunities for volunteers, coaches and officials. Is.

Implement a mentoring program and promote opportunities to coaches, officials and participants.

#### **BMX Victoria's objectives:**

By 2026, BMX Victoria will have 5,000 BMX Australia license holders throughout Victoria.

By 2021 BMX Victoria will conduct a whole of sport review that will provide direction to the future of the sport

BMX Victoria will collaborate with the BMX community and industry partners to deliver a high-quality participation programs that can be delivered in clubs and freestyle facilities by 2021.

BMX Victoria will develop an annual calendar of opportunities to increase participation in the sport amongst people with a disability, women and girls, CALD community, and the LGBTI community.

By 2021 BMX Victoria will conduct a whole of sport review that will provide direction to the future of the sport

By June 2021 BMX Victoria will, in collaboration with the BMX Community and industry stakeholders, have a clear athlete development pathway supported by opportunity and policy.

By 2021 BMX Victoria, in collaboration with BMX Australia and the BMX Community, will developed a resource to distribute to new BMX participants (families and riders) providing education about the sport and expectations of behavior.

BMX Victoria will continue to engage with and develop pathways to support female participation within the sport.

BMX Victoria will collaborate with BMX Australia to deliver a pathway for athletes with a disability by 2022.

By June 2021 BMX Victoria will have, in collaboration with the BMX Community and industry stakeholders, have a clear coach and official development pathway supported by an appropriate policy.

# Pillar 3 - events

*GOAL: Showcasing our sport at all levels*

## Strategic Focus

### Communication

#### **The BMX community asked for:**

- Deliver increased coverage of race meets
- Develop local partnerships to increase reach of BMX opportunities (i.e local radio & newspapers)
- Provide clubs with support to attract participants from local community (i.e. schools)
- Better use technology to increase coverage of BMX
- Explore opportunities to grow BMX schools' championships
- Develop 'Respect & responsibility' program to encourage a positive racing environment, discouraging abuse of officials, coaches, administrators, riders and spectators.

### Organisation

- Deliver state championships
- Seek opportunities to secure national events in Victoria
- Implement a sub-committee and member consultation program to create annual calendar
- Introduce quality standards for open and state series with focus on prizes, delivery, and support provided
- Review value proposition and event costs in respect to entry fees

### Commercial

- Seek and collaborate with stakeholders to engage commercial opportunities.
- Seek opportunities for long term sponsorship of events.

#### **BMX Victoria's objectives:**

- By 2022 BMX Victoria will provide wider coverage of BMX events based in Victoria through collaboration with the BMX community, industry and through the use of traditional and innovative approaches.
- By 2021 BMX Victoria will engage with BMX Australia, BMX Clubs, Department of Education, School Sport Victoria, ACHPER and other associated bodies to revitalize the BMX Victoria schools' championships.
- By 2021, based on 'Play by the rules' BMX Victoria will develop and distributed a resource that will support inclusive and accessible BMX environments, reducing abuse of officials, coaches, administrators, riders and spectators.
- By 2022 BMX Victoria will host a coordinated calendar of new and innovative BMX based events that aim to increase participation within the sport, whilst offering performance opportunities combined with entertainment.
- By 2021 BMX Victoria will review and develop a total quality management program along with performance management structures to deliver events.
- By 2020 BMX Victoria will establish an operating 'Events committee' to support clubs in delivering Open events and the State Championships.
- By 2020 BMX Victoria will conduct a review of events, including income and expenditure to ensure best value for participants.
- By 2020 BMX Victoria will establish a portfolio of active commercial interests and partnerships that to generate regular income, reducing reliance on government funding sources.