



Acknowledgement of Country

Motorcycling NSW acknowledges the Traditional Custodians of Country throughout New South Wales and their connections to land, sea and community in which we gather, meet and ride.

We pay our respect to their Elders past, present and future and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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Introduction

Imagine a larger, more inclusive and connected motorcycling community within NSW South Wales. A layered community where people are more supported and engaged with motorcycling through racing, recreation and leisure. It's Motorcycling NSW (MNSW)'s strategic intent in partnership with our clubs, promoters and stakeholders to turn this into a reality and have more people, on more bikes, in more locations, more often.

Motorcycling moves our bodies and captivates our minds – improves our lives, individually and collectively. From better mental and physical health to greater opportunities and social cohesion, motorcycling benefits us from the day we're first involved and is one of the few activities that stays with us throughout our lifetime.

We know that once young people can have positive experiences within our community, it can build the foundations for a lifelong passion and participation. Some of these will become our international superstars of tomorrow, and we'll continue to recognise and support those with sporting potential in the crucial early stages of their development through our pathway's programs. Their sporting successes will bring us together and make the community smile. Every single one will gain the many individual advantages of being active – and contribute to the building of safer, more connected and more resilient community.

MNSW's role is to champion the impact that the motorcycling community provides and ensure everyone across the State can benefit from it. We won't – and can't – do it alone. Lots of us care about making Motorcycling better across our State and within our communities, which means ours is a collective purpose: we're part of a much bigger team.

Together with our stakeholders, we won't stop until everyone has the opportunity, the inspiration and the freedom to get moving through motorcycling.

We're here to invest and capture further investment to assist in developing our community, the sport and its facilities to make it more accessible and a normal part of life for anyone in New South Wales and the ACT, regardless of who you are or where you are from. To present more opportunities in more locations and extend our club and recreation network throughout the entirety of NSW.

We believe that by removing existing barriers and changing perceptions of motorcycling, we can provide the right experiences, because it's not always a level playing field. Right now, the opportunities to get involved in motorcycling – and reap the rewards of being part of our community – depends too much on your background, your gender, your bank balance and in many cases your postcode.

As the enhancement of technology continues both on and off track, we will look to embrace this innovation for community access and benefit. The ability for technology to improve the output and outcomes for our volunteer workforce is essential to reducing their tireless workloads. Our determined effort to enhance the sustainability and management of our locations, facilities and community is central to the success of this strategy on a community scale.

We're determined to implement our strategy and unlock the advantages of motorcycling for everyone throughout our State. Motorcycling as we know, improves our physical and mental health and provides unique opportunities and through our racing, recreation and leisure avenues we can provide experiences and access to all.

Roles and Responsibilities for Motorcycling in Australia

Motorcycling is governed by a federated governance framework in Australia. It's a system in which each organisation plays a crucial role in the sport's execution. Motorcycling has a number of stakeholders, the most important of which are its member Clubs. All stakeholders play a critical role in providing motorcycling opportunities. The future development of the sport is inextricably related to aligned stakeholders and open, transparent, and timely strategic collaboration and communication.

Shared Responsibilities

- Responsible leadership, communication & collaboration
- Good governance
- Financial sustainability
- Development of motorcycling racing, recreation and its pathways
- Participation program and product development and delivery
- Clear, open and timely communication and collaboration
- Advocacy for growth and strategic priorities
- Facilities strategy, advocacy and development
- Risk mitigation

Motorcycling Australia Responsibilities

- Affiliate to Fédération Internationale de Motocyclisme (FIM) / FIM Oceania region member and administration.
- Recognized National Sporting organisation by the Australian government & Sport Australia.
- National Organisation strategy, guidance, coordination & education across all facets of the sport
- International and National Relationships and events
- Appoint Commissions to develop recommendations for the management of a particular area of the sport/discipline.
- Strategic Relationships (National Motorsport Council)
- Officials and coaching development pathways
- National Event Delivery
- National Policies, Procedures & Standard (including National Manual of Motorcycle Sport)
- National Database Management (RiderNet)
- National Insurance Program (MAIL)

Motorcycling NSW Responsibilities

- State Controlling Body strategy, guidance, coordination & education across all facets of the sport
- State Government and agencies relationships and funding
- State facilities strategy and expansion
- Track compliance, advocacy and project management/support
- State Championships Delivery
- Rider Performance Pathways
- State coordination of education across all facets of the sport.
- Officials and coaching development pathways
- Provide a growth platform with program development and delivery across the state
- Strategic Relationships
- Advancing investment in programs and lowering barriers to participation

Clubs Responsibilities

- Onboarding of new participants and volunteers
- Local participant management
- Local learn-to-ride programs, participation programs, and local events/activities
- Local rider coaching programs
- Local official development
- Local Government Relationships and funding including advocacy with local councils and MPs.
- Local facilities development and expansion



Vision

By 2025, it is MNSW's vision to be viewed by our stakeholders as the trusted voice on motorcycling in NSW and the ACT.

Values



We are the trusted leader and voice of motorcycling in NSW and the ACT.

We will build a sustainable organisation, always striving to make our community and sport better for future participants.



We welcome everyone and provide opportunities and access to avenues and pathways that encourage participation across a diverse range of backgrounds, genders, interests and abilities.



We value everyone within our community and beyond and the contributions they make to our sport.

We treat everyone with respect and acknowledge the strength that diversity brings.



We are flexible, consider new ways of working, embrace new products, services and technologies.

We will provide performance pathways, support and recognition that will create role models and inspire future generations to get involved in motorcycling.

We look outside the box for opportunities to grow and enhance.



We are committed to working closely and collaboratively with all of our stakeholders. We are realistic about the

challenges our organisation and community face and will be open and transparent when managing risk to build a sustainable future.



We are committed to ensuring the safety of the community and all participants through communication, education, governance and consultation.

We provide frameworks that ensure a safe and fun environment that encourages participation.

Our Stakeholders

Identifying and recognizing the role of all stakeholders in our community is crucial for the success of the strategic plan. We want to interact with our key stakeholders in the following ways:

Riders	Clubs & Volunteers	Life Members	Coaches and Officials	NSW State Government
We will actively engage with all riders across the community. We will provide and support rider education, development, safety and pathways across all disciplines, interests and levels within our community.	We will actively engage and work collaboratively with our Clubs on key decisions. We will provide extensive support and resources in the management and delivery of both the recreation and racing arms of our community. We will create connected Club networks to support the community. We will continue to build networks and resources to support volunteer development and retention	We will actively engage with our Life Members and leverage their perspective and expertise within the community.	We will actively engage with coaches and officials and seek their feedback on the key decisions within their technical areas of expertise of the sport. We will develop and support coaches and officials to progress their recruitment, retention and succession. We will create highly connected coach and official networks to support the community.	We will consistently position motorcycling as a safe, enjoyable and attractive participation and recreation activity for everyone. We will also consistently provide advocacy for our community, stakeholders and industry to the NSW Government, Local Government and agencies to ensure that motorcycling is connected to key decisions and supported to grow.
Motorcycling Australia	Staff	Commercial Partners & Providers	Potential Participants	Non-Participative Public
We will actively engage and support the national strategy, policy and operations and collaborate with MA and other SCBs for the benefit of the MNSW community and its stakeholders.	We will develop, support and resource staff to ensure they have the capability and capacity to excel in their role within the organisation. We will provide a flexible, supportive, inclusive and rewarding environment to ensure that employees are highly engaged and have high job satisfaction.	We will actively identify opportunities for pathways and channels to broaden participation across all disciplines, interests and levels within the community.	We will consistently position motorcycling as a safe, fun and inclusive competitive and / or recreational activity for everyone.	We will help those not directly involved in our sport to understand the value motorsport brings to the wider community.

Our Strategic Priority Areas

1. Joining forces on the big issues with our community and stakeholders

- Recover and reinvent
- Connect our communities
- Creating and enhancing experiences for members, volunteers, clubs, officials and the community
- Connection between motorcycling, safety, health and wellbeing
- Sustainability with consideration to the environment and facilities

2. Advocating and promoting Motorcycling through racing, recreation and leisure.

- Advocating to local, state and federal governments to increase our footprint.
- Promoting the whole of sport and recreation through specified opportunities, initiatives and calls to action.

3. Creating a catalyst for change to reach our potential

- Effective investment into growing the community
- Realising the power of people and investing in them
- Applying innovation and change
- High quality data, insights and learning
- Good governance throughout the organisation and community



Our Strategic Pillars





1. Strong Respected Brand

Goal: Our goal is for MNSW to be recognised as the premier organisation for motorcycling in NSW and the ACT, providing unparalleled support and experiences that are in line with our values.

Consequence of non-achievement of goal: Failure to have a strongly recognised brand leading to not fulfilling values, poor recognition and execution of brand, loss of relevance, reputation and risk of competitors entering the market.

No.	What We Will Do	How We Will Do It
1.1	Provide leadership in operational management & delivery as the SCB with alignment to the strategy: Provide the community with clear linkage of services and deliverables related to the strategic plan.	<ul style="list-style-type: none"> • Regularly review and implement best practice operational procedures and processes. • Invest in staff and volunteer professional development for the betterment of the organisation. • Ensure that staff and volunteer performance is directly linked to the strategic plan priorities and objectives. • Minimise risk in the workplace for all employees.
1.2	Provide positive organisational engagement experiences for all: Continually review the operational and Board performances and meet the expectations and needs of the community.	<ul style="list-style-type: none"> • Provide opportunities for continuous feedback through surveys at all levels to ensure that consumers (participants) are heard through operational and board performances
1.3	MNSW Brand enhancement and community alignment: Grow the brand through improved persona on digital platforms	<ul style="list-style-type: none"> • Invest in technology and professional services for content such as imagery and video to promote MNSW, the sport and opportunity.
1.4	Significantly grow the National Motorcycle Alliance: Create significant interest and growth in the business to support MNSW and its strategic intent	<ul style="list-style-type: none"> • Invest significantly into an annual marketing plan for the National Motorcycling Alliance • Engage with manufacturers and dealerships to promote the benefits of the National Motorcycling Alliance • Partner with relevant agencies to improve brand awareness of the National Motorcycle Alliance
1.5	Alignment of Website and Social Media Platforms: Create a single avenue on each platform to assist in build profile of the sport.	<ul style="list-style-type: none"> • Align MNSW social media profiles to ensure brand and persona consistency and ensure a singular point of reference for MNSW information.
1.6	Provide Community Newsletters and social media programs: Provide news and key information to the community	<ul style="list-style-type: none"> • Provide engaging and informative updates and news to all segments of the community inclusive of general membership, volunteers, officials and clubs
1.7	MNSW Strategic Plan assessment and tracking: Provide communal updates on the status of the MNSW Strategic Plan	<ul style="list-style-type: none"> • Provide the community with the MNSW Strategic Plan Scorecard quarterly.
1.8	Develop and implement a viable and inclusive tender process for State Championships hosting and delivery: Provide Clubs with valuable, clear and financial structures to hosts State Championships.	<ul style="list-style-type: none"> • Create detailed event tender documents, host agreements and communication processes to ensure the successful delivery of State Championships for participants, attendees, hosts and Motorcycling NSW.
1.9	Improve Club, State and National calendar alignment processes: Provide the community with better processes to aid planning and delivery	<ul style="list-style-type: none"> • In conjunction with Motorcycling Australia, member clubs and promoters, move to a rolling calendar approval structure to ensure that calendar planning is continuous.
1.10	Provide a strong value proposition for State Championships participation and attendance: Create an experience greater than the competition	<ul style="list-style-type: none"> • Ensure compliance and execution of State Championships in alignment with the Manual of Motorcycle Sport • Build the event experience beyond the competition proper both in the location and beyond • Link State Championship performances to national championship participation
1.11	Provide positive participation experiences for State Championships participants and attendees: Review the experiences and understand the expectations and needs of the participants and attendees.	<ul style="list-style-type: none"> • Provide opportunities for continuous feedback through surveys at all levels to ensure that consumers (participants) are heard through State Championships
1.12	Create underpinning event and competition structures to support progression to State and National Championships: Regional Inter Club Structures and promoter events to support and encourage state championship participation	<ul style="list-style-type: none"> • Coordinate with regional clubs and locations on the capacity of implementing a regional interclub program. • Coordinate with private promoters to provide pathway relative and event structures to support the State Championships participation



2. Club Engagement and Capacity Building

Goal: MNSW will provide comprehensive support and resources for managing and delivering both the recreation and racing aspects of our community. Our aim is to establish connected club networks that encourage sharing of best practices and promote efficiency, thus providing our community with consistently high-quality and supportive experiences while maximizing access.

Consequence of non-achievement of goal: If we fail to provide extensive support and resources, it may result in disengagement from the clubs, decreased participation, potential closures, inefficiencies and risk of competitors entering the market.

No.	What We Will Do	How We Will Do It
2.1	Create connected communities through networking and engagement: Provide Clubs with communication strategies, networks, and collateral to meet their engagement needs.	<ul style="list-style-type: none"> • Provide Clubs with a regular forum through quarterly meetings to coordinate planning, implement localised strategies to meet community scheduling and participation.
2.2	Continually develop and enhance the Toolbox Resource Hub: Provide education & resources for those that deliver the sport (Volunteers)	<ul style="list-style-type: none"> • Provide resources and tools to develop, deliver and manage the sport in the modern context. The priority is to provide key volunteers with the education and resources in best practice in governance, delivery and management.
2.3	Provide positive participation experiences for all: Review the experiences and understand the expectations and needs of the community.	<ul style="list-style-type: none"> • Provide opportunities for continuous feedback through surveys at all levels to ensure that consumers (participants) are heard through State and Club Surveys
2.4	Utilise technology, data and insights to improve decision making, operations and execution of sport management and delivery: Transition the community and realise the benefits of the RiderNet platform. Provide resource and templates for websites and social media	<ul style="list-style-type: none"> • Support the community through the development and implementation of RiderNet 2.0. Provide best practice website templates for the implementation of Clubs. Increase the audience of all social media platforms through innovative and engaging content. Regularly update and increase the detail available on the Motorcycling NSW Website.
2.5	Create key relationships with like organisations that lead to improved participation and facility access outcomes: Leverage and invest in relationships for improved membership outcomes	<ul style="list-style-type: none"> • Unify sports and facilities through MOU's partnership agreements with similar motorsport organisations to support the continued growth of motorcycle racing and recreation.





3. Consistent Participant, Coach and Officials' Development Frameworks

***Goal:** Our goal is to align with the national educational framework to develop and support the recruitment, retention, and succession of coaches and officials. We will establish connected coach and official networks to provide support to both recreational and competitive communities.*

***Consequence of non-achievement of goal:** If we fail to develop and support consistent national participant, coach, and official development frameworks, it may lead to a breakdown in the quality and viability of state competitions.*

No.	What We Will Do	How We Will Do It
3.1	National Education Framework Alignment: Create consistency with official and coach education and their progression.	<ul style="list-style-type: none"> We will review the existing MNSW accreditation framework and create progression lines towards alignment with the national education framework.
3.2	Improve the quality and quantity of Track Licensers, Stewards, Clerks of Course, Race Secretaries, Scrutineers and Coaches: Improve access to the accreditation and training programs of all arms through a coordinated calendar that delivers to and for the whole community.	<ul style="list-style-type: none"> The accreditation program to be supported with upskilling workshops and programs provided to the whole community.
3.3	Officials Mentoring Program to compliment learning and localised succession: Create strategies and opportunities to link officials throughout the network	<ul style="list-style-type: none"> Official personnel to be trained, developed, and continually mentored in all Clubs through a regional and state support structure
3.4	Community Coaching Network established and linked: Create an extensive and connected club coaching community.	<ul style="list-style-type: none"> Create frequent and improved opportunities for Club Coaches to achieve their accreditation and progression Create a support structure and leaders to engage and educate the club coaches
3.5	Alignment with Private Promoter Coaching Management and Planning: Coordinate private promoter coaches to assist in the development of coaching programs.	<ul style="list-style-type: none"> Create formalised agreements with all private coaching promoters to ensure consistency in management of programs





4. Strong Stakeholder Engagement

Goal: We will build strong relationships with all stakeholders and maintain consistent engagement through various tools and initiatives. We will establish and improve networks to enhance community connectivity. Furthermore, we will advocate for and support our community at both local and state government levels, including their agencies, to ensure that motorcycling is integrated into key decisions and receives support for growth.

Consequence of non-achievement of goal: If we fail to develop strong relationships with all stakeholders and maintain consistent engagement, we risk losing their support and potentially compromising our viability.

No.	What We Will Do	How We Will Do It
4.1	Provide consistent and informative communication and engagement to the leaders within our community: Engage extensively digitally and in person to remain committed and invested with community leaders	<ul style="list-style-type: none"> • Provide monthly newsletters to delegates within the community. • Provide monthly newsletter to all committee personnel within Clubs with key information. • Provide General Council with bi-monthly meetings, Motorcycling NSW Quarterly Finance Updates Monthly Board Meeting summations. • Report on key strategic plan achievements • Provide continuously the value proposition to the membership and beyond
4.2	Provide positive participation experiences for all: Review the experiences and understand the expectations and needs of the community.	<ul style="list-style-type: none"> • Provide opportunities for continuous feedback through surveys at all levels to ensure that consumers (participants) are heard through State and Club Surveys
4.3	Recognise and reward members of the community through celebration: Deliver an awards and recognition program that inspires the community.	<ul style="list-style-type: none"> • Recognise and celebrate community personnel through the Motorcycling NSW Hall of Fame & Annual Awards Evening and via media platforms.
4.4	Engage and lobby government agencies: Lobby and engage agencies such as the NSW Government, NSW Office of Sport, Transport NSW and local government to improve legislation, participation access and participation opportunities	<ul style="list-style-type: none"> • Lobby and improve the accessibility to government and non-government grants for the benefit of Clubs and Motorcycling NSW. • Lobby government for facility development in metropolitan and regional locations • Assist the community with grant opportunities to support club and facility development.
4.5	Collaborate and work closely Motorcycling Australia and Motorcycling Alliance to improve motorcycling in NSW: Engage regularly to achieve the outcomes leading to the betterment of motorcycling	<ul style="list-style-type: none"> • Discuss and manage items to ensure strategic outcomes are achieved. • Participate actively in all engagement opportunities with MA and MA Alliance. • Challenge the status quo to be innovative to meet the needs of tomorrow in product options and delivery.





5. Access, Distribution & Access to Market

Goal: Ensure we create ease of entry points for recreational and social riding along with clear structured racing pathways for those wanting access to our community. Ensuring we promote ourselves to those who are not yet aware of what we offer.

Consequence of non-achievement of goal: Loss of relevance, loss of participants to competitors, loss of market share, decline in community engagement and in sport

No.	What We Will Do	How We Will Do It
5.1	Marketing – recruitment and retention campaigns: Enhance the annual call to action to promote riding, the sport to all areas of the community to increase club, racing and recreational participation.	<ul style="list-style-type: none"> Invest significantly into an annual marketing plan through this call to action. Provide marketing programs, resources, collateral and templates for Clubs to use for their marketing purposes.
5.2	Provide new and enhance existing ‘racing club’ products and programs: Provide Clubs and the community with an extensive range of engaging products to support and compliment current forms of the racing.	<ul style="list-style-type: none"> Products to include event structures as well as participation and diversity programs to cater for the community at the point of entry and through continued participation in racing. All programs will be designed to meet participants outcomes and provide ease of access to enter our sport. All products and programs delivered with paramount focus of sustainability and safety in mind
5.3	Provide new and enhance existing ‘recreational club’ products and programs: Provide Clubs and the community with an extensive range of engaging products to support and compliment current forms of recreational riding.	<ul style="list-style-type: none"> Develop participation, diversity, and all abilities programs to cater for the community at the point of entry and through continued participation in recreational riding. All programs will be designed to meet participants outcomes and provide ease of access to enter our recreation. All products and programs delivered with paramount focus of sustainability and safety in mind
5.4	Develop, manage and execute valuable commercial partnerships for the organisation and community: Grow commercial partnership and revenue to reinvest into the sport and support strategic initiatives across all levels.	<ul style="list-style-type: none"> Enhance the value proposition of the organisation and its network to current partners. Recruit additional partners for the benefit of the organisation, Clubs and Members. Develop new licensing opportunities with Motorcycling NSW branding. Partner with charity and community groups to improve social outcomes and brand awareness.
5.5	Implement promoter agreements to support the continued opportunity and growth of participation: Provide agreements to align with the strategic intent.	<ul style="list-style-type: none"> Implement agreements with private promoters to enhance and expand participant opportunities within NSW in alignment with the strategy
5.6	Continually analyse and review MNSW operational management & delivery of services: To reach best practice and consumer satisfaction the company regularly reviews its processes and procedures.	<ul style="list-style-type: none"> Regularly review and implement best practice operational procedures and processes. Invest in staff and volunteer professional development for the betterment of the organisation. Ensure that staff and volunteer performance is directly linked to the strategic plan priorities and objectives. Minimise risk in the workplace for all employees.
5.7	Develop a plan to increase the club and facility footprint throughout NSW: With stakeholders, leverage NSW Local Government and State Government for facility development and acquisition. Utilise technology and insights to provide compelling cases towards facility development for all disciplines across the whole of NSW.	<ul style="list-style-type: none"> Develop and implement facility plans and agreements for all MNSW owned facilities Implement MA Track Guidelines into the community with support and education to ensure improved compliance In conjunction with Clubs, lobby government and facility owners to improve the standard of facilities at existing and new locations. Implement the facility audit process to assess the needs of facility improvement across the community Through the Facility Audit process, engage with existing Clubs to improve facilities and accessibility of these.



MOTORCYCLING NEW SOUTH WALES

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"More people, on more bikes, in more locations, more often."

