



QUEENSLAND CYCLISTS ASSOCIATION Inc.
(t/a Cycling Queensland)

STRATEGIC PLAN

General Distribution

Version 1.0
30 October 2007

2008 - 2010

Contents

1	INTRODUCTION	1
1.1	About Cycling Queensland	1
1.2	Organisation Chart	2
2	VISION AND MISSION.....	3
2.1	Vision.....	3
2.2	Mission Statement	3
3	PRE PLAN ANALYSIS.....	4
3.1	Stakeholder Analysis	4
3.2	Summary of Past Plan Performance.....	5
4	STRATEGIC INTENT	6
4.1	Athlete Participation.....	6
4.2	Volunteer and Official's Participation	6
4.3	Financial Reporting.....	6
4.4	Collaboration	7
4.5	Funding.....	7
5	KEY RESULT AREAS	8
5.1	Management.....	8
5.2	Participation.....	8
5.3	Communication and Technology	9
5.4	Events/Facilities.....	9
5.5	High Performance.....	9
5.6	Profile	9

1 INTRODUCTION

1.1 *About Cycling Queensland*

Cycling Queensland, is the governing body for cycling competition in Queensland, with more than 30 affiliated clubs and 2,800 affiliated members. It is affiliated with the national body, Cycling Australia.

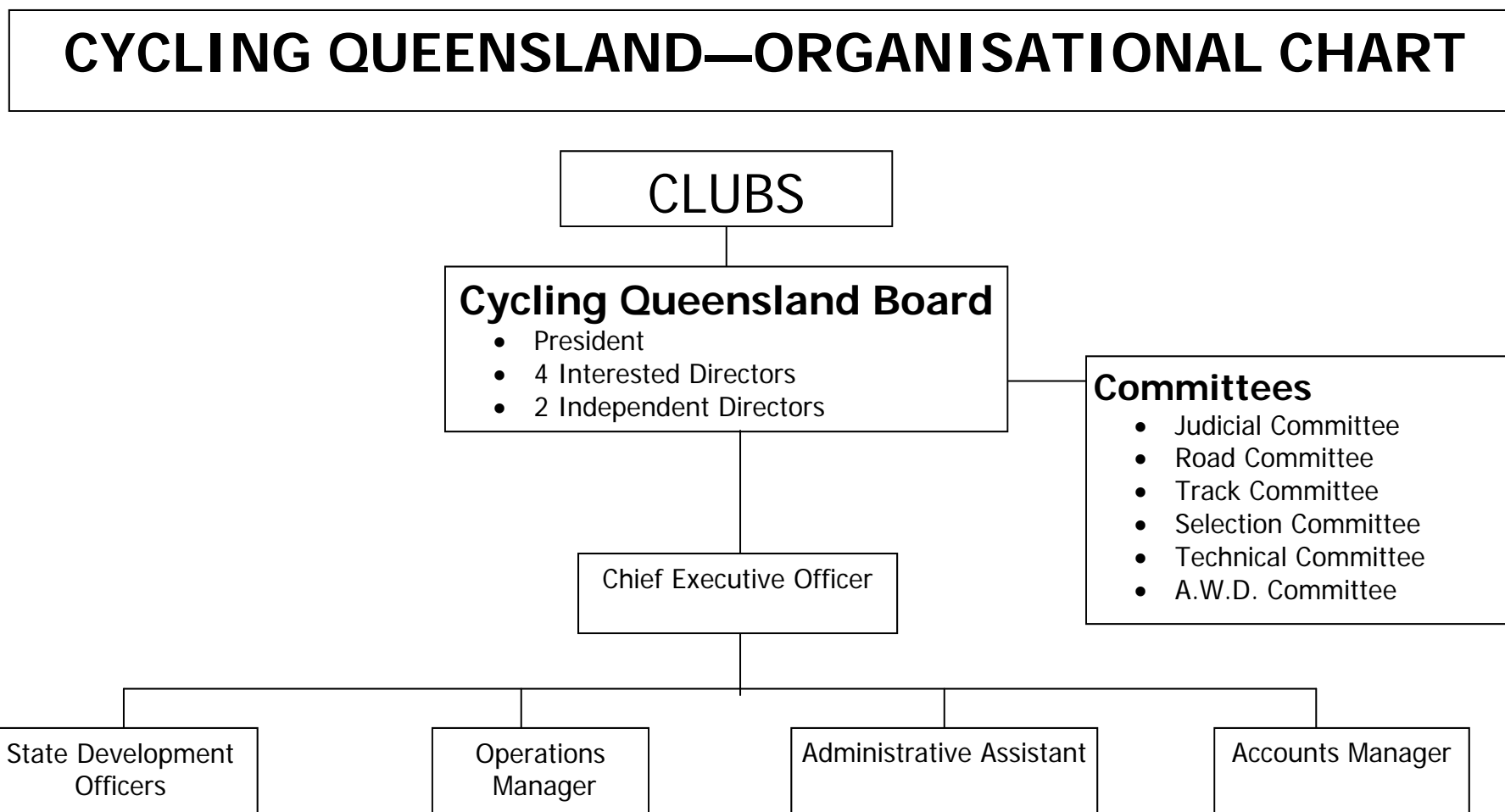
Cycling Queensland and its clubs offer comprehensive road and track race programs for various categories of rider, from under 11 years, boys and girls through to men and women in their 60s and 70s.

New members are welcome and may join by becoming a member of an affiliated club. The Cycling Queensland office will assist prospective members with the details of a cycling club suitable to their needs.

Members are issued with racing licences appropriate to their membership category, which includes personal and public liability insurance cover for racing and training.

The Cycling Queensland Offices are located at the Sleeman Centre, Tilley Road, Chandler, Brisbane.

1.2 Organisation Chart



2 VISION AND MISSION

2.1 Vision

Cycling Queensland will be a role model in the sporting industry as a professional body committed to increasing the awareness of Cycling, the development of the sport and the formation of strategic alliances.

It is the peak body in Queensland by supporting, recognising and representing all cyclists and events promoting cycling from recreational to elite competitive levels.

Cycling Queensland will be instrumental in working with other cycling organisations to further strengthen the representation of all cyclists at all levels.

2.2 Mission Statement


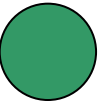


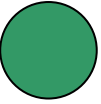


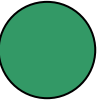




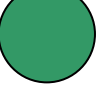
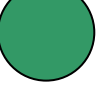
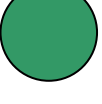
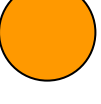
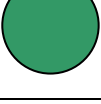
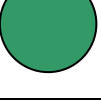
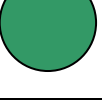
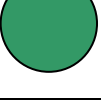
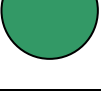
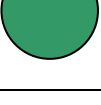
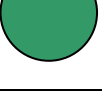
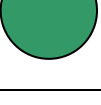
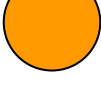
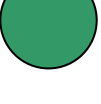
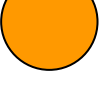
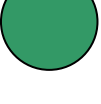
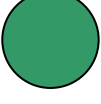
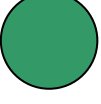
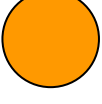
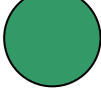
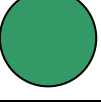
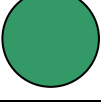
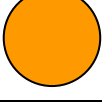
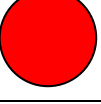
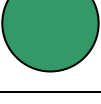
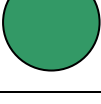
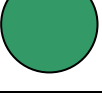
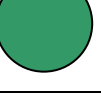
Develop and promote competitive and recreational cycling in Queensland for the benefit of all.

3 PRE PLAN ANALYSIS

3.1 Stakeholder Analysis

Stakeholder	Expectation
Cycling Australia	<ul style="list-style-type: none"> • Rider achievement / success • Promotion of cycling in QLD • Grants acquitted with optimum outcome • Representation and voice at CA council
Affiliated clubs	<ul style="list-style-type: none"> • QLD Championship Competitions • Coaching and commissaire courses • Member recruitment opportunities through development programs • Grading by State handicappers
Members	<ul style="list-style-type: none"> • Competitions & technical administration • Development programs • Support at National and International level • Information and lobbying on behalf of the membership • Licencing administration
Sponsors	<ul style="list-style-type: none"> • Well run professional organization • Funding returns optimal outcome for sponsors intended area • Support in achieving optimum benefits from sponsorship
Non-affiliated cycling and sporting bodies	<ul style="list-style-type: none"> • Unity for advocacy purposes • Support programmes for Athletes With Disabilities (AWD)
Sport and Recreation QLD	<ul style="list-style-type: none"> • Grants acquitted to optimum outcome
QAS	<ul style="list-style-type: none"> • Rider Development • Identification of high performance riders
Commonwealth Games Association and Olympic Committee	<ul style="list-style-type: none"> • Grants acquitted to optimum outcome • Participation in programs

3.2 Summary of Past Plan Performance

Key Result Area	2005	2006	2007	KPI's	Comments
1. Governance					The development of Board induction manual and succession plan is progressing
2. Management and Administration					Staff changes have impacted on delivery but the situation is improving
3. Technology					
4. Financial Management					Increased Staff levels have decreased surplus
5. Drugs in Sport					
6. Stakeholder Relationships					
7. Development					Inter school road cycling programme did not receive club support and TID model is under development
8. Risk Management					Updating procedures based on analysis of accident data is in progress
9. Volunteer Development					Retaining volunteers and attracting new volunteers is proving to be very difficult
10. Excellence					

4 STRATEGIC INTENT

4.1 Athlete Participation

Historical data shows that the organisation is continuing to grow in membership. However, underlying these high level figures is an organisation with a very high churn rate of membership. There is growing membership in masters categories but a poor retention and growth rate in the junior categories.

To address this issue specific strategies are being formulated to assess why the churn rate is so high. At present there is no data available on why members leave and this plan will be seeking active ways to gain feedback from members.

Specific strategies to attract and retain juniors in the sport are also key to this plan

4.2 Volunteer and Official's Participation

Volunteer participation in cycling is continuing to be a significant issue. It is the one area where the objectives of the previous strategic plan have not been met and is a key focus for this plan.

Actions are being put in place in 2007 to increase and guarantee the levels of Commissaire's and further strategies will be implemented to create high performance pathways for officials and to implement a new volunteer recognition program.

4.3 Financial Reporting

Currently financial reporting in CQ is on a cash accounting basis which doesn't support effective reporting to the board or assist in optimal decision making. Strategies will be implemented to improve financial reporting and introduce facilities such as event based profit and loss reporting.

4.4 Collaboration

Current times should be boom times for cycling with public and government focus on environmental issues, childhood obesity and diabetes and other health issues. The cycling community isn't maximising its potential to benefit from this focus due to its level of fragmentation.

CQ can see a better future for all of cycling with more powerful advocacy and better utilisation of resources through the development of stronger ties between all cycling bodies and exploring the potential for further amalgamation of the various cycling bodies.

Specific strategies are being implemented to bring about greater collaboration between the diverse cycling bodies.

4.5 Funding

Presently all funding for CQ comes from member affiliation fees, Queensland Government grants and Cycling Australia grants.

The government grants go some way towards funding cycling development and increased participation but the remainder of these activities and all other activities are funded by the membership.

Key to increasing the membership and active participation is the need to keep membership and event entry costs at affordable levels. The current funding model and the need to improve the quality and offering of events, as well as adequately meet our duty of care responsibilities is impacting significantly on the level of membership and event fees.

The Association now needs to explore alternative sources of funding through sponsorship to lessen the impact of future cost increases on fees and to ensure that rising costs do not fully flow on to rises in fees and impact on future participation rates.

5 KEY RESULT AREAS

The following is a brief summary of some of the key objectives and strategies that have been developed in the strategic plan.

5.1 Management

- Move towards a more collaborative model for cycling groups and associations.
- Maintain sound management systems and control in the management of the association's financial resources.
- Ensure best practice in financial management.
- Ensure appropriately resourced staff with clear understanding of duties and policy objectives.
- Develop new income streams that can better resource the athlete/official pathway, infrastructure and business operations.
- Maximise effectiveness of the Board to conduct its governing and legal responsibilities.
- Improve relationship with other groups and associations.
- Ensure effectiveness and functionality of special committees.

5.2 Participation

- Develop support programs to cater for all categories of membership.
- Further stress the benefits of the Full Cycle initiatives throughout the club network.
- Work on the retention of current members.
- Implement proactive measures to involve more women in participation opportunities as well as coaching, officiating and administration.
- Encourage members to take part in accredited coaching and officiating courses.
- Develop volunteer management strategies and recognise volunteers through relevant Awards.

5.3 Communication and Technology

- Focus the activities of the association to provide high quality and timely service to members to maximise their benefits from and enjoyment of the sport of Cycling.
- Reduce operational costs.
- Increased membership satisfaction

5.4 Events/Facilities

- Develop initiatives to increase participation in track cycling.
- Develop a proposal for the establishment of an indoor velodrome.
- Develop events to cater for the non-competitive cyclist.
- Develop a register of all facilities – road, track and off road.
- Rationalise open calendar to enhance optimum utilisation of facilities.

5.5 High Performance

- Maintain and improve results at National level.
- Conduct annual coaching forums to communicate coaching developments.
- Develop elite pathways for coaches and officials.

5.6 Profile

- Enhance the image and profile of Cycling that is exciting and relevant in the 21st century, stressing the health and lifestyle benefits of all levels of participation.
- Create conditions for greater exposure of cycling within the community and increased value from sponsorship.
- Build closer relationships with key media decision makers.
- Leverage on international successes. Develop athlete profiles and co-ordinate accessibility to media.