



Level 2, 280 Coward Street
Mascot NSW 2020
PO Box 6310
Alexandria NSW 2015

T: +61 2 9339 5800
F: +61 2 9339 5888
E: info@cycling.org.au
ABN: 36 067 389 259

Memo to: BMXA Affiliated State Associations
From: Graham Fredericks, CEO Cycling Australia
RE: Delivery of Integrated Services
Date: 26 July 2011

At the Mid-year Conference of BMX Australia held at the end of May, a number of state delegates recorded their concern at the failure of the Cycling Australia (CA) office to deliver services in accord with the integrated service arrangements between BMXA and CA.

Immediately following this meeting the Board of BMXA called an urgent meeting with senior CA personnel to have these matters addressed.

A meeting was then convened on 24 June. At this meeting, CA was made very aware of the critical importance of turning this situation around in the face of serious risk to the affiliation and integration relationship between the two bodies and indeed, the governance review process currently being conducted under the sponsorship of the Australian Sports Commission. The BMXA Board outlined to CA the issues and service delivery failures that had been raised by the States and that they had identified themselves. In summary, the key items were;

- Membership: extended time taken to introduce on-line membership facility and then the system was faulty; delayed capitation payments to clubs from on-line member transactions
- Finance: delayed actioning of Board and Finance Director requests; management of Debtors and Creditors
- Coach Education: communication protocols and approval procedures; delayed roll-out of courses and planning;
- Officiating: syllabus development and approval protocols

CA broadly accepted that these complaints were justifiable and acknowledged the urgency and importance of rectifying the situation.

The BMXA Board issued a priority request from this meeting that CA develop and submit a business operations plan encompassing services to be delivered, performance targets and timelines for the next 12 month period. A medium to longer-term plan is to follow on later.

Under the direction of CA General Manager, Perry Tzamouranis and in consultation with BMXA General Manager, Nicola Tyre, the CA staff team developed and documented a plan for the delivery of all agreed services to be provided to BMXA over the next year. After a brief period of review and consultation with the BMXA Board, this plan was jointly adopted last week.

The plan has effectively been brought into in operation as it has been developed and Perry has enthusiastically undertaken responsibility for leadership and management of its implementation. Nicola is providing daily operational monitoring of the service arrangements on behalf of BMXA as well as being the principle officer for communication between CA and the BMXA Board and stakeholders.

It was made clear by the BMXA Board – and acknowledged CA – that the most challenging issue now is the process of rebuilding the confidence of the BMXA community in the capacity of CA to deliver on the agreed objectives. This won't turn around overnight and while CA is committed to strive for this to happen, the proof will only be realised over time as we progressively and successfully roll-out the services in line with the plan.

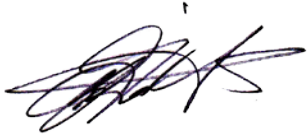
However, I believe there are some tangible actions that I can point to already which hopefully, you will see as a sign that we are moving in the right direction;

- **The Business Operations Plan** itself is a key initiative. Since the affiliation agreement between BMXA and CA was adopted in 2006, the integrated management services component has been operating without any guiding schedule of what was expected. This created a void in practical terms as we have had no documented reference point for what CA should deliver and how BMXA could assess CA performance. This Plan addresses that deficiency and is backed up by a process of weekly meetings of relevant staff to monitor and review its implementation. The BMXA Board will receive quarterly reports in line with Plan objectives, as will the States at the bi-annual conferences and a formal performance review and identification of subsequent year objectives will be conducted before the end of the financial year.
- **New (IMG) Member Database.** The major operational problem identified in this process was the failure of the on-line membership renewal facility to operate as well as it should have. The iMis system CA has been operating for the past 10 years has been functioning satisfactorily at best but in reality, it has also been described as 'clunky' and poorly supported by back-up and maintenance service. I am therefore, pleased to advise that we are now moving across to a new database and technology platform hosted by IMG Sports Technology Group. This system, which was identified after an exhaustive process assisted by the Australian Sports Commission, is anticipated to be introduced before the end of this year. Nicola will be providing a separate update on this new system this week, outlining its proposed roll-out as well as seeking some input from the State bodies.
- **Communication** is a critical element of any good relationship. The Plan that is being implemented incorporates a number of communication and reporting protocols that will improve operations and manage issues as they arise. An important element for CA staff has been the need to understand and respect how BMXA operates as an organisation and what are the necessary channels of communication and approval. Central to this is the role of the BMXA General Manager to be the two-way conduit for communication between CA staff and the BMXA community.
- **CA Staff Capacity.** We have a good team of capable and committed staff working for both CA and BMXA at present. In relation to service delivery, the CA staff team have a significant work load facilitating several affiliate groups and programs and we realise how critical it is to plan and prioritise, as outlined in the Operations Plan, to ensure that tight timelines and a busy work schedule can be delivered. More importantly, we need to have sufficient staff on hand to carry the workload and to this end we have responded by bringing forward the recruitment of an additional administration officer to provide backup to finance and membership operations.
- **ASC Support.** The Australian Sports Commission has a very real interest in the integration of Cycling's discipline-based organisations. To ensure the success of this process and the capacity for the organisations to operate at an optimal level, they have indicated their support and intent to assist with future resources necessary to underpin operational and governing objectives.

I would again like to stress CA's commitment to resolving the current situation. I believe that there have been significant benefits for BMXA that have come from the operational integration process through shared services and facilities. I am also confident there are greater benefits still to come through closer governance integration and as a result, we are very aware of the risks to this process if we were to allow sub-par service delivery to continue unchecked.

Finally, I take this opportunity to apologise for the obvious inconvenience that some of you may have experienced as a result of some of these issues. I thank you for the opportunity to resurrect the relationship between our organisations and we remain at your service should you wish to contact Perry or me and discuss any issues of concern you may have.

Kind regards

A handwritten signature in black ink, appearing to read 'Graham Fredericks', with a stylized flourish extending to the right.

Graham Fredericks
Chief Executive Officer