



Bunbury Runners Club Inc.

Strategic Plan

2020 -2025

This document was compiled by a working party under the governance of the BRC Committee 2019/2020 and included

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What is our strategic plan?

The Bunbury Runners Club (BRC) strategic plan is the process of defining the clubs direction, for making decisions on the allocation of its resources, including capital and people.

The BRC needs to identify where it is placed in the community and then determine where it wants to go and how it will get there.

After formulating this strategy, an annual business plan is developed, as the BRC operational guide.

In determining its future course, the organisation must ask itself three key questions.

1. What do we do?
2. For whom do we do it?
3. How do we succeed?

Purpose

In late 2010, a working party was formed to help the current committee of The Bunbury Runners Club Inc. (BRC) to develop a Strategic Plan. In an effort to answer the 3 key questions, the working party used the following tools.

1. Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)
2. Comprehensive BRC Members Survey (using the online tool, Survey Monkey ®)
3. Statistical data regarding local demographics, sporting trends. These trends were local and benchmarked within Australia.
4. BRC Financial Statements to 30 June 2010

In Early 2020 a new working party met to review and update the Strategic Plan. The amendments made reflect the changes in the community, the values and purpose of the club. The basis of changes reflect the current status of the club with updates to:

1. 2018 Club Survey
2. SWOT analysis.
3. Membership Profile
4. Financial Status

Vision

The Bunbury Runners Club Inc. will provide a range of high-quality running and walking activities that inspire the involvement of a wide cross section of the regional community to enjoy the health, social and lifestyle benefits.

Mission

Provide members and the community at large, with regular opportunities to improve their health and social wellbeing through organised running and walking events. By supplying a supportive environment to our running community, this allows members to grow skills and confidence to achieve their goals.

Governance Guidelines

The Guidelines for the Governance of the BRC will include the following:

- The BRC Constitution
- BRC Code of Conduct
- Junior Development Guidelines
- Club Financial Framework and Event Guidelines (DRAFT)
- Nomination of Life Members Guidelines
- Guidelines for Selection of Sponsorship (Draft)

Club Values

The BRC key stakeholders are the BRC members.

The BRC members will be provided with a spectrum of events and opportunities to develop their running and walking outcomes.

The BRC will provide an infrastructure that will support the membership (and the community) in the provision of distance running, now and into the future.

Key Values

- Inclusiveness
- Health and Wellbeing
- Philanthropy
- Diversity

Summary of the Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)

Strengths: <ul style="list-style-type: none">• Strong history over 40 years +• Strong events management• Solid financial bases• Broad age range and gender demographic• Well respected club within the local community• Provides strong community support• Membership of around 200• Prime club room location• Access to excellent running routes• Well established key events• Climatic conditions suit running• Core dedicated group of long-term runners• Strong Community Values	Weaknesses <ul style="list-style-type: none">• No long-term tenure for accommodation• No affiliate body (national or state)• Loss of experienced event management and timing key people• Committee capability weakens from time to time• No Mechanism to record and keep history• Limited formal procedures and guidelines• No documented and Detailed Financial Plan
Opportunities <ul style="list-style-type: none">• Growing population (potential runners)• Regional and Community growth• Promotion of healthy lifestyle and participation willingness• Affiliates with other likeminded organisations. New and innovative events and activities• Promote running at junior level• Own a facility• Major one off events 5000 competitors.• Development strong leadership within the club and community• Encourage coaching and First Aid training	Threats <ul style="list-style-type: none">• Loss of facilities or access to facilities• Other running clubs established in the area• Ageing membership• Event calendar conflicts• Access to event locations with city growth• Growing number of commercial running events• Low number of people with the skills to manage the timing• Members Volunteer Fatigue

BRC Survey and SWOT Emerging Themes

After analysing the Bunbury Runners Club Membership Survey (2010) (Attachment 1). BRC Club Survey 2018, along with the SWOT (attachment 2), several themes emerges. These can be summarised as the business objectives of the BRC:

During the review in 2020 the working party updated the key items

1. Operational
 - a. Events management- extensive corporate knowledge, but currently not recorded (no succession planning)
 - b. Consideration to succession planning e.g. Juniors
2. Financial
 - a. Asset management – register and manage

- b. Facility management – long term lease
- c. Records management - record club history and records storage
- d. Policy/procedures - ensure a plan
- 3. Communicate
 - a. Raise council/shire awareness and community profile
 - b. Marketing of club/events and better manage the media
 - c. Develop and record procedures
 - d. Social/cultural network opportunities
 - e. Community engagement
 - f. Advertise the health benefits associated with running
- 4. Technological
 - a. Web management needs constant investment
 - b. Data Storage Improvement
 - c. Constant Development of Timing Technology
- 5. Ecological
 - a. Benefits of running – sport with low impact on the environment
 - b. Work towards reuse/recycle to minimise footprint
- 6. Affiliate
 - a. Local - Other Organisations
 - b. State - Like Minded Clubs such as Busselton, Albany WAMC
 - c. National- Sydney Striders, Park Run

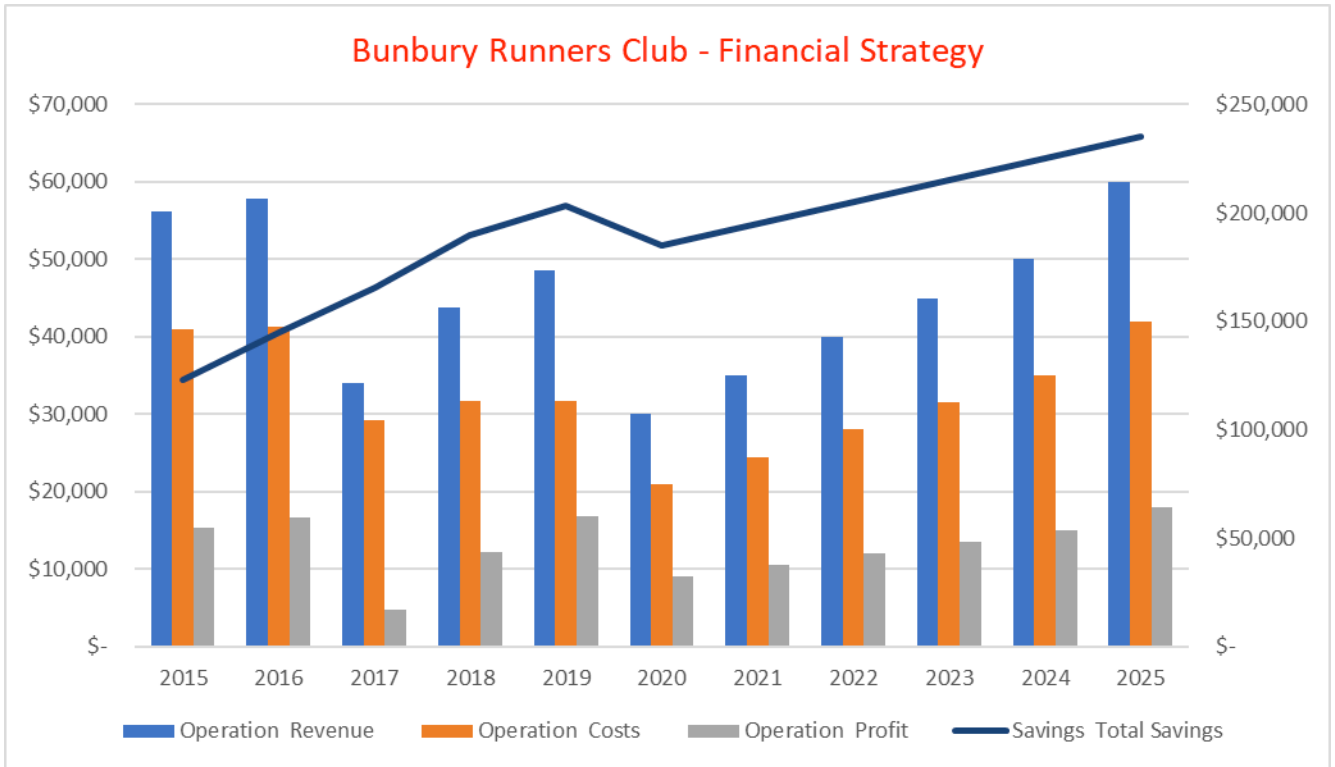
Situational Analysis

BRC is a club with a +40 year history in providing successful distance running opportunities to both the Bunbury Community and to those willing to travel to an event. With a current membership of around 180 runners.

Whilst this gender shift is reflected in the literature, there are some local drivers. The local shift in demographic can be attributed largely to the success of the BRC Women's Fun Run; and in part by the WA Triathlon Women's "Have a Go Tri Program" in which the BRC play a large part.

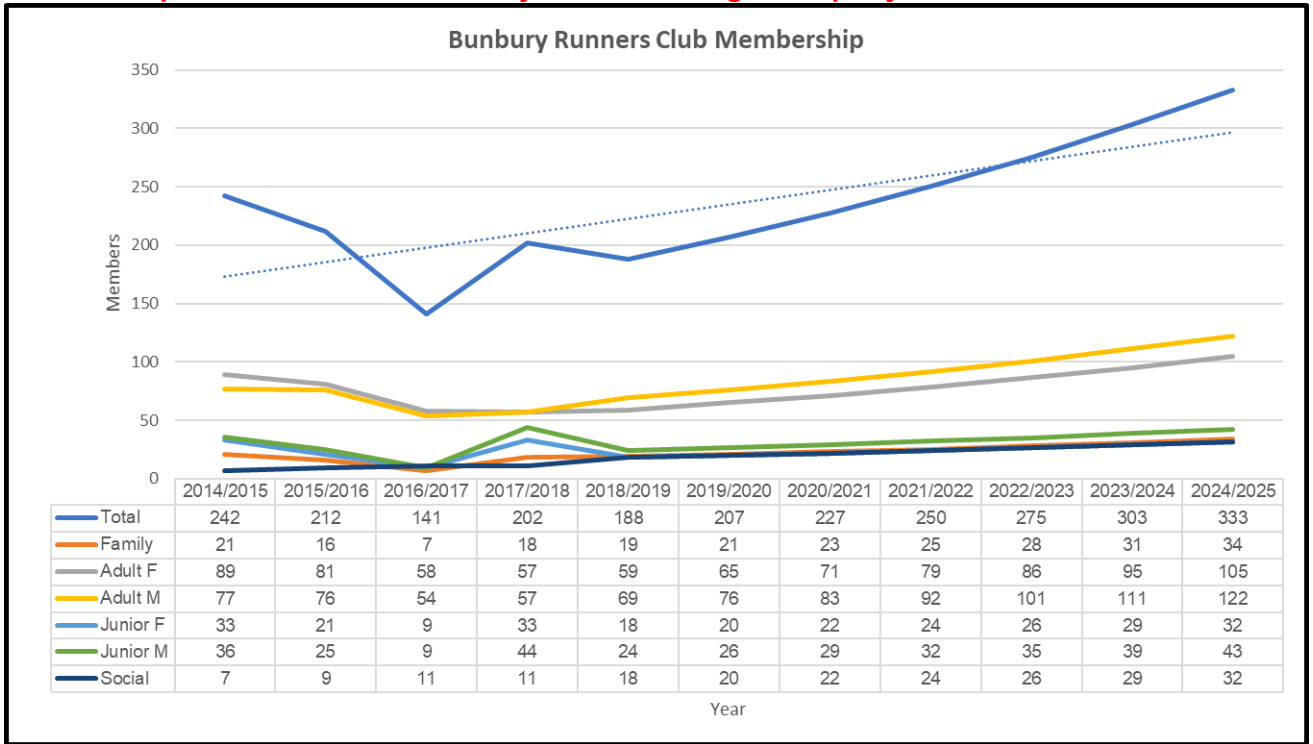
However, a review of various demographic data (Attachment 3-6) would indicate that there are community members that run regularly but do not belong to an organised running group/club. The challenges are to access this demographic, and to grow a dynamic club that will build upon its current corporate knowledge and be sustainable into the future.

Financial Analysis (As June 2019)



Bunbury Runners Club Inc							
	Operation			Savings			
	Revenue	Costs	Profit	General Cheque	Building Fund	Term Dep	Total Savings
2015	\$ 56,210	\$ 40,924	\$ 15,286	\$ 39,621	\$ 123,200		\$ 123,200
2016	\$ 57,869	\$ 41,269	\$ 16,600	\$ 41,148	\$ 145,108		\$ 145,108
2017	\$ 34,031	\$ 29,224	\$ 4,807	\$ 32,574	\$ 20,741	\$ 145,000	\$ 165,741
2018	\$ 43,851	\$ 31,644	\$ 12,206	\$ 26,373	\$ 10,816	\$ 178,698	\$ 189,513
2019	\$ 48,506	\$ 31,672	\$ 16,834	\$ 25,069	\$ 17,876	\$ 185,326	\$ 203,202
2020	\$ 30,000	\$ 21,000	\$ 9,000	\$ 30,000	\$ -	\$ 185,000	\$ 185,000
2021	\$ 35,000	\$ 24,500	\$ 10,500	\$ 30,000	\$ -	\$ 195,000	\$ 195,000
2022	\$ 40,000	\$ 28,000	\$ 12,000	\$ 30,000	\$ -	\$ 205,000	\$ 205,000
2023	\$ 45,000	\$ 31,500	\$ 13,500	\$ 30,000	\$ -	\$ 215,000	\$ 215,000
2024	\$ 50,000	\$ 35,000	\$ 15,000	\$ 30,000	\$ -	\$ 225,000	\$ 225,000
2025	\$ 60,000	\$ 42,000	\$ 18,000	\$ 30,000	\$ -	\$ 235,000	\$ 235,000

Membership Profile with a 5 Year Projection at 10% growth per year



Key Footnote : The 2020 COVID19 pandemic has impacted the short term strategic goals with event closures and membership drift.

Key considerations for the development of BRC Annual Business Plan can be summarised as:

1. Develop a Marketing and Communications strategy:
 - a. Maintain the club profile in the Community and with the City of Bunbury
 - b. Promote wellness and health for the community to meet the BRC Vision and Mission Statement
2. Build a Capital Asset Sustainability Plan by
 - a. Securing a facility in the longer term.
3. Invest in technology by developing the BRC
 - a. Timing System with ongoing development and training
 - b. Data Storage and Access
4. Reinvigorate the Club to sustain and grow
 - a. Develop a Marketing and Communication Strategy
 - b. Establish a plan to facilitate nurturing of volunteers, for sustained delivery of events.
 - c. Prepare a Business Plan and Review Bi Annually
 - d. Ensure the club history is recorded
5. Establish a financial plan for “future proofing “ of the club

6. Build on corporate knowledge by creating and maintaining
 - a. procedures for general club management
 - b. committee member duty/position statements
 - c. standard guides for events and financial management
 - d. junior development coaching framework
7. Strengthen the club through affiliation

How will you know when you get there?

The informants of a Strategic Plan remain a point in time exercise. To keep this document live, it needs to be reviewed every 4 years.

The 2020-2025 BRC Strategic Plan will inform the BRC annual Business Plan. The Business Plan will also need to have key outcomes which also need to be evaluated against achievements and adjusted accordingly.

Review Date and Version Control

1.00	BRC Strategic Plan 2011-2014 Plan - Endorsed by the 2011/12 BRC Committee at a Special Meeting held at BRC Clubrooms on 10 th October 2011	President's Signature Date
1.01	Reviewed by 2011/12 BRC Committee on at the April 2012 Meeting	President's Signature Date
2.00	Endorsed by the 2012/13 BRC Committee	President's Signature Date
3.00	BRC Strategic Plan 2020 -2025 Draft Plan	President's Signature Date
4.00	BRC Strategic Plan 2020-2025 Endorsement by BRC Committee	

Attachments

1. Bunbury Runners Club Membership Survey, 2011
2. Bunbury Runners Club Question Night 2018
3. BRC Strategic Plan Working Party's Full SWOT
4. Australian Sports Commission Annual Report 2008 *Participation in Exercise, Recreation and Sport*
5. Australian Bureau of Statistics 2007 *Motivators and Constraints to Participation in Sport and Physical Recreation*
6. Australian Bureau of Statistics 2006 *Women's Participation in Sport and Physical Activities*
7. Australian Bureau of Statistics 2006 *Census Bunbury Region*
8. Business Plan FY12
9. Financial Status 2020
10. Membership Status 2020