



Hervey Bay BUG Inc

Club Development Plan 2006

Adopted at the General Meeting on 5th September 2006

www.hbbug.org.au

1. Introduction

Hervey Bay BUG Inc was established in February 2004 to advocate for improved cycling facilities in the city and to sponsor events that advance the cause of cycling. Incorporation of the club in July 2004 started a period of dynamic growth as recreational activities were expanded and club membership increased. Membership for 2005/2006 totals 22 single memberships and 11 family memberships. The club is affiliated to Bicycle Queensland and 36% of members hold individual Bicycle Queensland membership.

A club survey shows that the majority of members use their bikes for recreational cycling and cycling to school/work or the shops are also common activities. The club attracts people of all ages and cycling capability and takes a key role in supporting people return to cycling after periods of cycling inactivity.

The social aspects of the club are one of its key success factors. The "Beach n' Coffee" ride held every Saturday morning is the most popular activity.

The aim of the Club Development Plan is to provide strategic direction for the club over the next 5 years. Opportunities and issues have been identified and addressed collectively building on existing organisational structures and resources. The Club Development Plan has been based upon surveys of members and the management committee, and a club development workshop attended by many members.

The plan provides a basis for the club to operate successfully. The plan assists the club's members by:

- providing a means of giving the club both purpose and direction;
- gaining a consensus within the club and a shared vision for the future;
- creating a management tool which will allow members to focus on the desired outcomes of the club;
- building teamwork in the club; and
- defining the values of the club.

All stakeholders within the club have a role in the implementation of this plan. A formal review of the plan will occur every 12 months. The Management Committee has overall responsibility for implementation, review and update of the plan. The Management Committee may from time to time appoint Project Managers to assist with the implementation of the plan. Project Managers report to the management committee and have a role to ensure actions are implemented.

Contact details for the club and club committee are available from the club's website www.hbbug.org.au or by e-mail bicyclegroup@yahoo.com.au.

2. Strategic Direction

Vision

Onya Bike Fraser Coast – fitness and fun in a supportive environment

Mission

(Rule 3 of the Rules of Association)

1. Improving personal wellbeing through socialising and having fun in a supportive environment;
2. Raising awareness of the benefits of cycling and supporting local, state & national strategies;
3. Encouraging all forms of cycling locally and in the wider community;
4. Encouraging character & confidence building to take on personal challenges, and;
5. Advocating for cycling programs and facilities.

A number of key strategies with action plans have been developed in section 3. These include:

- Financial management;
- Communication;
- Volunteers;
- Participation;
- Planning and Policy, and;
- Advocacy.

Abbreviations used in the action plans include:

MC – Management Committee

EM – Events Manager

VP – Vice President

3. Key Strategies

Financial Management

Background

The main streams of revenue are membership fees and donations. The most significant donation has been from the Hervey Bay City Council in return for a pedestrian/cycle survey undertaken at 4 key sites on the Esplanade and Links Corridor. It is hoped that the club will be selected to conduct this survey annually providing a consistent revenue stream. Sponsorship from private enterprise has so far been limited to small prizes for bike week events.

The club has been successful in gaining grants from both the Hervey Bay City Council and Queensland Transport (through Bicycle Queensland) to stage events. These grants have fully funded all external expenditure with the club providing help in kind to organise these events. One of the problems however has been that the club's bank account holds insufficient funds to pay the event costs prior to being reimbursed by the grant provider. In some circumstances committee members pay bills from their personal accounts and are then reimbursed by the club once the grant money has been received.

The club currently develops an annual budget when considering the membership fees for any financial year. This occurs just prior to the AGM with fees due by the date of the AGM.

Financial Management Strategy

Strengthen the financial position of the club through improvements to cash flow, management procedures and revenue collection.

Financial Management Action Plan

ID	Action	Who	When	Outcomes
F1	Budget to provide a base bank balance of \$1000.	MC	2008	All accounts able to be paid from the club account.
F2	Canvas members to determine potential club activities and prepare annual budget for adoption by club	MC	Annually	Potential projects and events identified. Club members have input to budget process.
F3	Review club expenses and set membership fees to match expenses.	MC	Annually	Fees set to cover club's basic expenses.
F4	Review membership categories and fees relevant to each category.	MC	2007	Equity established between the different membership categories.

Financial Management Action Plan (cont'd)

ID	Action	Who	When	Outcomes
F5	Explore sponsorship options for funding public events.	MC	Ongoing	Events do not require cash injection from base fund.
F6	Identify available grants to off-set costs for events, education and training, promotion and increased membership.	MC	2006	Costs to members minimised by accessing other income.
F7	Prepare financial management procedures for inclusion in club management manual.	MC	2007	Formal documentation of financial process.

Communication

Background

The club has a well developed website that serves as an external portal to showcase the club's activities. Formal communication with members occurs at the monthly general meeting. The meeting agenda is comprehensive and provides briefing papers for agenda items. Attendance at the general meeting varies and in some cases a quorum has only just been achieved. Communication also occurs via e-mail with 73% of members having access to the internet. Members who do not have internet access are disadvantaged because agendas, minutes and other communications are not posted, however hard copy agendas and minutes are available at the general meetings.

The club has developed and published a series of 5 brochures which promote cycling routes within Hervey Bay City along the coast from Pialba to Burrum Heads and inland to Torbanlea and Howard. The club has developed a metropolitan map of its most popular "Beach n' Coffee" rides but this is still to be published.

Communication Strategy

Enhance communication of the club's values and programs to club members and to the general public.

Communication Action Plan

ID	Action	Who	When	Outcomes
C1	Introduce weekly 5 minute briefings at the Beach n' Coffee ride.	MC	2006	Direct communication with a larger number of members.
C2	Reduce number of general meetings and increase management committee meetings.	MC	2006	General meetings reduced to a quarterly basis. Reduced costs and secretarial workload.
C3	Upgrade website and increase the amount of information disseminated through this medium.	MC	2007	Key club information accessed at source. Club profile enhanced.
C4	Develop new club member introductory packs.	MC	2006	Club members formally briefed on club activities.
C5	Develop club newsletter and ensure distribution to all members.	MC	2007	Informed members. Members without e-mail not disadvantaged.
C6	Continually assess opportunities to disseminate information about club activities through TV, radio and newspaper.	VP	Ongoing	Enhanced club profile. Benefits of cycling publicised regionally. Increased club membership.

Communication Action Plan (cont'd)

ID	Action	Who	When	Outcomes
C7	Develop and publish (in hardcopy and on the website) an Onya Bike brochure outlining local and regional rides and club activities.	MC	2007	Enhanced club profile. Cycle routes identified regionally. Increased club membership.
C8	Identify cycling touring routes within the region and work with local government to publicise these routes.	MC	2008	More cyclists touring the region. Enhanced profile of cycling in the region.
C9	Develop and publish a poster advertising all the cycling clubs in the region and distribute to bike shops.	MC	2007	Enhanced profile of cycling in the region. Increased club membership.

Volunteers

Background

The club has a volunteer management committee including the President, Vice-President, Secretary and Treasurer. The position of Vice-President is currently vacant. As of 1st August 2006 the committee will be expanded to 5 members with the addition of an Event Manager. This is in response to an increasing workload for the management committee. Additional volunteers are called upon to help organise events.

Volunteer Strategy

Recognise and promote the important role that volunteers make to the operation of the club.

Volunteer Action Plan

ID	Action	Who	When	Outcomes
V1	Devise ways to reward and recognise the efforts of volunteers.	MC	Ongoing	Rewarding club environment. Interest in committee positions.
V2	Ensure the roles of volunteers are clearly identified through the preparation of job descriptions.	MC	Ongoing	Improved understanding of volunteer roles and tasks.
V3	Ensure that volunteers have adequate training, skills, resources and finances to undertake their role.	MC	Ongoing	One-on-one training. Participation in Sport & Rec training courses. No out of pocket expenses.
V4	Identify potential committee members, encourage participation in special projects, and "buddy" with current committee members.	MC	Ongoing	Understanding of management committee roles and tasks. Interest in committee positions.
V5	Develop and document club management procedures.	MC	2008	Easier for new committee members to understand roles and tasks.
V6	Develop member skills register and utilise skills on a project basis	MC	2007	Better utilisation of member's skills.
V7	Seek grants to train in-house cycling instructors to provide cycling or maintenance instruction to club members or the general public.	MC	2010	Enhanced membership skill base. Ready access to cycling expertise.

Participation

Background

The club has a diverse and extensive events calendar. The most popular event is the Saturday morning "Beach n' Coffee" ride. Special events including rides and workshops are organised throughout the year. Grants have been used to fund the more expensive events and members of the Maryborough District Cycling Club have provided technical support for the workshops. Week-end drive and ride visits to Noosa and Murgon have been highly successful and several members also participated in the Bundaberg to Burnett Heads bike week ride. A number of regional tourist recreational rides have been developed as part of the Fraser Coast Sport and Recreation Strategy.

The club is working closely with the Maryborough District Cycling Club to increase participation in road racing. Several members of our club own road bikes and are keen to participate in race events. Our club has an interest in increasing participation in all types of cycling not just recreational riding. Recent interest has also been shown in extending club activity to include recreational mountain bike riding.

The club has instigated the formation of a Fraser Coast Cycling Alliance comprising Hervey Bay BUG, Hervey Bay Tri Club, Maryborough District Cycling Club and Maryborough BMX Club. The Alliance aims to improve the profile of cycling in the region and provide a unified front to local and state government. There is a large amount of compatibility between these clubs, accommodating differing cycling interests. Joint membership is common and club members after gaining confidence at recreational cycling can diversify into more challenging cycling activity.

Participation Strategy

Organise and promote club and public events to promote the social and health benefits of cycling, increase club membership and increase participation in cycling in the region.

Participation Action Plan

ID	Action	Who	When	Outcomes
P1	Provide a range of recreational cycling opportunities and events to satisfy the needs of members and prospective members.	EM	Ongoing	Annual event calendar. Diverse range of recreational cycling opportunities.
P2	Encourage the development of social and recreational events in conjunction with other cycling clubs.	EM	Ongoing	Joint club events. Sharing knowledge and resource with other clubs.
P3	Incorporate recreational mountain bike riding into club activities and diversify club membership.	MC	2008	Increased membership. Opportunity for club members to diversify into mountain bike activities.

Participation Action Plan (cont'd)

ID	Action	Who	When	Outcomes
P4	Restructure the club to provide for the needs of people based in Maryborough and other areas within the Fraser Coast region.	MC	2007	Name change to reflect regional perspective. Amendment of club rules to reflect wider membership base.
P5	Develop events specifically targeted at increasing membership e.g. "come and try" days or "bring a buddy" rides.	EM	Ongoing	Increased membership. Improved public awareness of cycling needs.
P6	Be a proactive member of the Fraser Coast Cycling Alliance.	MC	Ongoing	Dual membership from other clubs. Higher profile for cycling in the region. Club members can easily participate in other cycling activities.
P7	Organise club ride(s) in other parts of the State or Australia	EM	Annually	Exposure to cycling opportunities and issues in other areas. Diversity in club activities.
P8	Organise and/or support Bike Week or National Ride to Work Day activities.	EM	Annually	Specific events. Support for events run by local government or BQ
P9	Develop and publicly promote an annual week-end "Cycle Fraser Coast" recreational touring event aimed at attracting participants from within and beyond the region.	MC	2009 then annually	Fraser Coast recognised as a recreational cycling destination. Diversity in club activities. Challenges for club members. Networking opportunities.
P10	Develop a partnership with the Fraser Coast South Burnett Regional Tourism Board to identify and promote tourist rides.	MC	2009	Active promotion of tourist rides in the Fraser Coast and South Burnett regions.
P11	Work with Cycling Alliance members and Education Queensland to develop and introduce a school based cycling program.	MC	2010	Cycling interest generated amongst kids. More kids on bikes. Enhance junior membership base for all cycle clubs.

Planning and Policy

Background

The club is incorporated and operates under the "model rules". The club has recently adopted a Member Protection Policy and has prepared this Club Development Plan. There are practices in place for the preparation of agendas, risk assessment prior to events, and financial management but these are not formally documented as procedure.

Planning and Policy Strategy

Enhance and simplify the management of the club through the development, adoption and implementation of key planning and policy documents.

Planning and Policy Action Plan

ID	Action	Who	When	Outcomes
PP1	Implement the club development program, report on progress and periodically review the plan.	MC	Ongoing	A very effective club. Annual progress report. Plan reviews.
PP2	Review and amend the model rules.	MC	2006	Rules aligned to the clubs current vision and operational procedures.
PP3	Document key procedures into a club management manual.	MC	2007	New members able to more readily understand clubs mode of operation. More interest in committee positions.
PP4	Develop and document a risk management process for events.	MC	2007	Improved cycling practices during events. Reduced risk of personal injury.

Advocacy

Background

The club has approached advocacy on a number of fronts mainly through the efforts of individuals rather than as a concerted club effort. Advocacy approaches include letters to the editor, planning scheme submissions, participation in planning studies and project consultation, and a direct approach to politicians. The club no longer holds membership of the Hervey Bay Road Safety Partnership (this being disbanded in January 2005) and has lost the opportunity to easily engage government staff and politicians.

Advocacy is an initiative that most people feel uncomfortable undertaking. However there are many ways to approach advocacy and public demonstration of the fun and joys associated with cycling can be as effective as traditional advocacy approaches.

Advocacy Strategy

Constantly seek opportunities to improve cycling facilities and programs in the Fraser Coast region.

Advocacy Action Plan

ID	Action	Who	When	Outcomes
A1	Promote the establishment of community committees with government representation to plan for improved cycling participation and facilities in the region.	MC	Ongoing	Direct access to key government staff and politicians. Community and government partnership to improve and provide cycling programs and facilities
A2	Campaign to establish a school based pilot program to increase walking and cycling to school.	MC	2008	Less traffic congestion around schools and safer streets. Healthier kids. Increased parent participation in cycling
A3	Demonstrate the benefits of cycling through community promotion and leadership.	MC	Ongoing	Greater participation in cycling.
A4	Encourage members to advocate for improvements in their own environment e.g. work, school, shopping centre.	MC	Ongoing	Improved end of trip facilities.
A5	Continually seek opportunities to engage the media to promote cycling events and issues.	VP	Ongoing	Media coverage of cycling events and activities.