



# **Gosnells Bowling Club Strategic Business Plan 2014 - 2034**



*"Ours is not to foresee the future but to enable it"*

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## Introduction and Background

Gosnells Bowling Club has been a highly successful club since its establishment in 1938.

Over the past 78 years, it has often been at the forefront of the changes needed to not only progress the Club, but the sport of lawn bowls itself. Over the past two decades, lawn bowls has been subjected to enormous change world-wide. Membership has been in a steady decline, forcing Clubs to assess management style, plus find ways to engage the community and attract new members.

The move towards a more formally structured management style for Gosnells began in 1988, when then Secretary Brian Fox APM researched and rewrote the Constitution. In 1991, at a Special General Meeting, the Constitution was adopted, which included full membership for women. Gosnells became the first metropolitan bowling club to unify membership.

Brian Fox was invited to become a member of the RWABA (Bowls WA) Administration Committee in 1992 and over the next decade he restructured the Association Constitution and assisted bowling clubs across the State to upgrade their constitutions and rules.

His knowledge of the challenges facing lawn bowls held Gosnells in good stead. To increase membership, become more involved with the community and ensure financial stability well into the future, the need for forward planning became paramount.

With the election of current President Peter Charkiewicz the move to form a strategic plan was instigated.

In 2003, Brian Fox suggested a small group be formed to provide a plan for the future. A planning committee was subsequently formed.

In 2015, the foundation for the 20 year plan began. The initial members were Peter Charkiewicz (Ch), Rob Gibbons, Trevor Auckland and Brian Fox.

The Strategic Plan process involved 6 key steps:

1. Survey to all members and social users of the Club to establish preferences and opinions on current conditions and future aspirations
2. The feedback of members was used to develop a SWOT analysis and lay the foundation for strategic objectives
3. Members of the Executive, in conjunction with the Planning Committee, developed Mission and Vision statements to encapsulate the Club's future direction
4. Key result areas for improvement were established and objectives for achieving the Club's future vision developed
5. Action plans developed with timing and responsibility
6. Strategic Plan being developed for presentation to members and to be tabled at 2017 AGM for endorsement

Gosnells Bowling Club is working with Bowls WA and Bowls Australia to ensure the longevity and growth of the sport of lawn bowls across the community.

## Strategic Direction for Bowls in Australia

Major research on the decline in lawn bowls has been undertaken in the past decade and bowling clubs world-wide have needed to re-assess how they operate and how they attract and retain members.

Formal playing membership has decreased at an average of 2.7% pa over the past thirty years. Over the past five years, the annual average has escalated to 5.1%, with an alarming decrease of 6.9% between 2014 and 2015.

Bowls Australia has researched this trend and the clubs that are overcoming this trend, with rising memberships in all categories, have a number of factors in common.

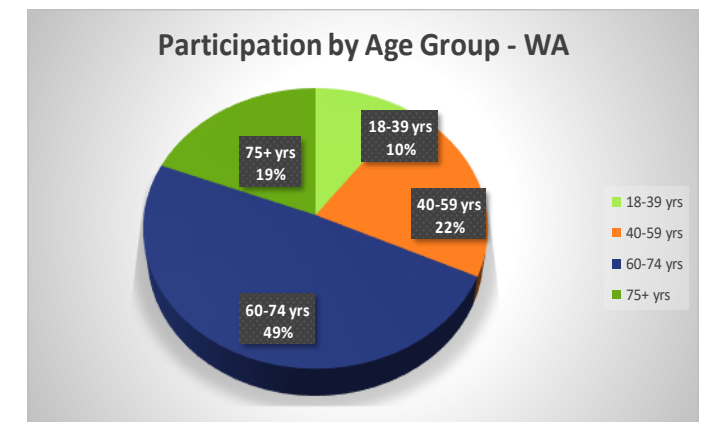
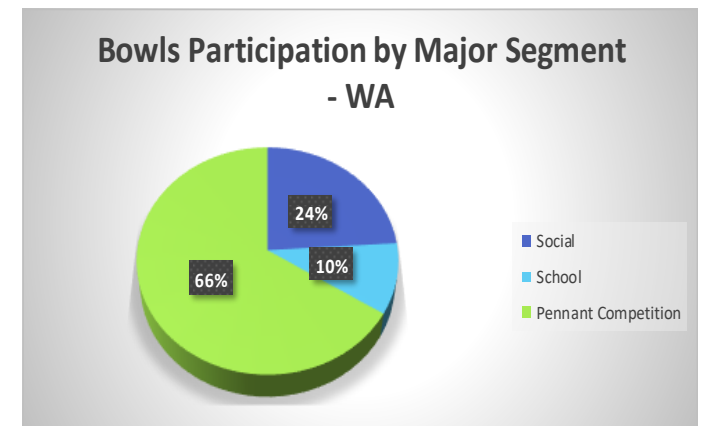
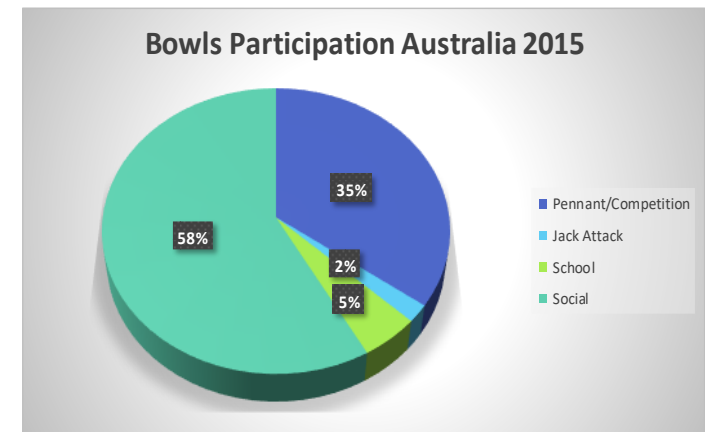
These are the clubs that have recognised the changing dynamics of the sport and are willing to adapt to this environment.

By recognising the need to increase participation across all age groups, particularly the young and provide the opportunity for an increase in social bowls, progressive Clubs are forging ahead.

Treating the Club as a business is also a major factor in success, with the introduction of strategic, business (including financial and capital works) and a recruitment plan a necessity for survival.

Bowls plays an important role in Australian society and while the other States are moving forward, WA has a long way to go. Gosnells Bowling Club recognises the need to adapt and is already proving to be one of the most progressive Clubs in WA.

*(Information and statistics taken from Bowls Australia "National Bowls Census Report 2015—WA snapshot")*



## Club Self Assessment

### Club History

Gosnells Bowling Club (incorporating the ladies croquet club) was established in 1938 by a group of forward thinking men on a swampy, unkempt piece of land controlled by the West Australian Government Railways.

Officially opened on 14 March 1940, it was the first club in the South East corridor - Victoria Park in Shepparton Rd its nearest neighbour.

Main greens "A" and "B" were only used in summer and were supported by a two rink green used in winter and for practice.

The original Clubhouse was a bough shed 12ft long by 10ft wide, used for shelter and serving afternoon teas and drinks.

A small clubhouse was erected by Mr A Skinner in 1951 where "C" green is located.

In 1957, the current Clubhouse was erected, with subsequent improvements made over ensuing years.

The ladies Croquet Club moved to new premises in 1977.

The first greens were couch grass from the banks of the Canning River.

The grass greens remained until 1990, when "A", "B" and "C" greens were replaced with a more modern strain of couch.

"D" green was replaced in the 1980s with a hybrid turf.

A change to synthetic began in 2009, with all four greens now sporting a Dry Max Pro surface.

In 1991, it became the first metropolitan Bowling Club to unify its membership. Ella Morton was the first female member on Management Committee and the first female President was Margaret Anderson in 2006.

Gosnells has achieved a high level of success in men's and ladies pennants, with members representing the Club at National, State and regional level.

The Club has received wide recognition from visiting bowlers for its superior greens and tournaments.

It is also renowned for its friendliness and its ability to make visitors feel welcome.

Since its inception, Gosnells Bowling Club has thrived on the hard work and dedication of its volunteers.

Over the years this has been recognised by local, State and Federal Governments resulting in significant financial assistance.

The Club's success has also been recognised by Bowls WA, Bowls Australia and Clubs WA:

- Bowls WA Club of the Year 2015

- Clubs WA Best Club Member Event 2015 & 2016

- Clubs WA Clubs in the Community 2015 & 2016

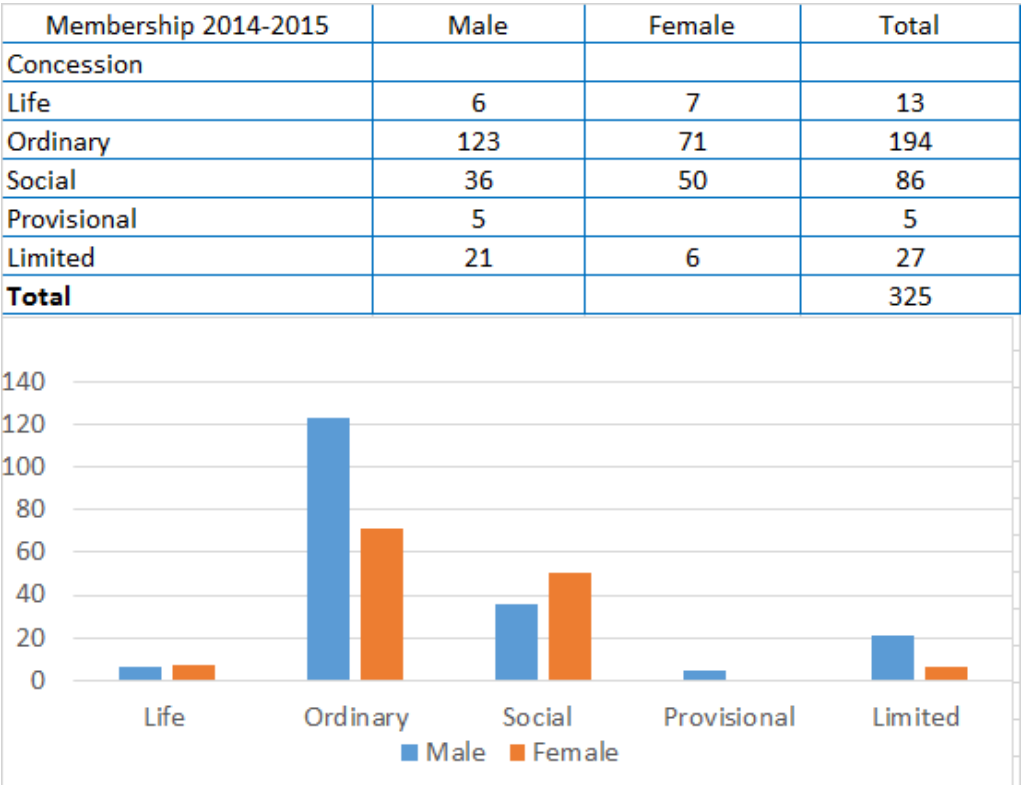
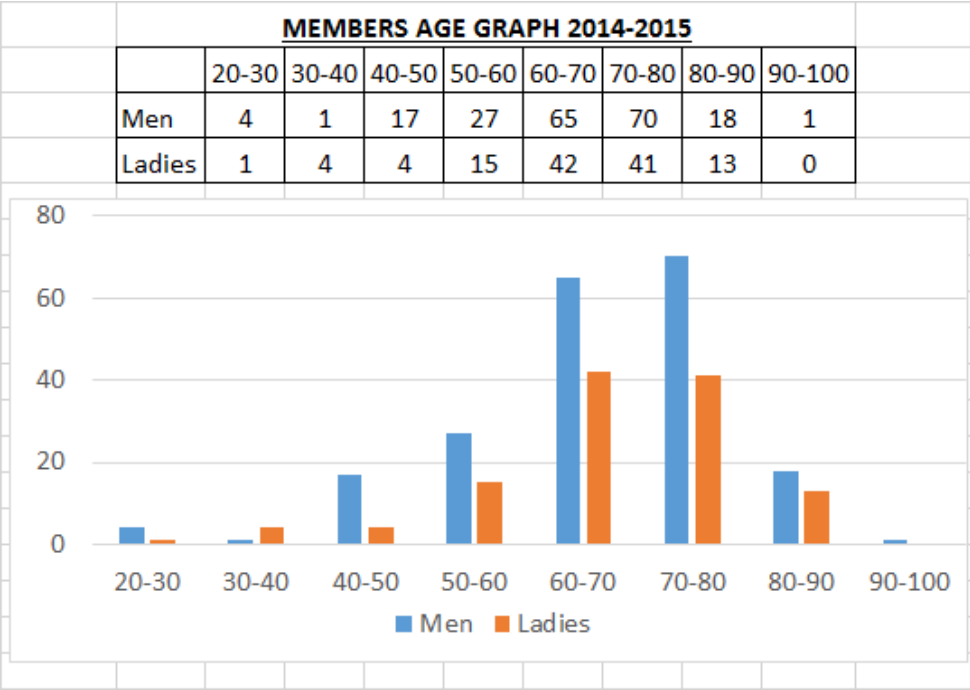
- Clubs WA Volunteer of the Year 2016

Gosnells was one of two State finalists for Bowls Australia Club of the Year 2016 .

The foresight and endeavours of those who have gone before laid the foundation for the successful and thriving Club we see today.



# Club Self Assessment Membership



## Club Self Assessment

### Facilities

- The Club has a current 21 year lease of the 7454sqm site owned by the Public Transport Authority, ending in July 2031.
- The Clubhouse is managed by the City of Gosnells and members utilise the car-park, which is common ground.
- Four Dry Max Pro greens, two 6 rinks and two 4 rinks, which are rated highly within the bowling community. Greens available all year round.
- Clubhouse - 39m x 11m (430sqm). Evaporative A/C, 18kw solar generation.
  - \* Dining area and commercial kitchen to cater for 180 -200 people.
  - \* Bar and clubroom with club licence for 180 people—cool room, 2xtemprite with chillers, glass fridge, 6 door product fridge, dry store.
  - \* Men's, Ladies and disabled toilet and shower.
  - \* Ladies lounge (locker room) and sick bay.
  - \* Club office x1, Equipment room x1, meeting room x1, Match room x1, Men's locker room x1.
- Green keepers shed - 12m x 6m.
- Equipment/storage sheds x 2 - 9m x 6m/10m x 6m.
- Facility use—Year round
  - \* Summer - bowling Monday to Sunday, Friday night meals and other social functions.
  - \* Winter - bowling Tuesday to Sunday, Friday night meals and other social functions.
- Herb garden.
- Gas ducted heating to Clubrooms.

The toilets were upgraded by the City of Gosnells in September 2016.

Majority of work on improvements, both internal and external have been undertaken by Club members in a voluntary capacity.

Members have also generously donated building materials and equipment to save on costs.





## Club Self Assessment

### Administration

Governance by Executive - President, Vice President, Secretary, Treasurer, Men's and Ladies Captains, Chairman House, Chairman Entertainment, Chairman Greens and Chairman Bar.

The Finance committee comprises the President, Vice President, Secretary and Treasurer.

All positions have a 1 year tenure.

The Club runs its financial year from 1 June to 31 May.

There are a series of committees, bowling and administrative, which have specific functions that are reported back to the Executive by the Chairperson.

The dedication and goodwill of volunteers has been an ongoing reason for the continued success of the Club.

The Constitution provides for the honorary appointment of a Sponsorship Officer and a Promotions Officer.

Paid employees are:

- Bar Manager (full-time)

- 2 Casual Bar staff

- Treasurer is currently under contract

- Convenor and Kitchen Co-ordinator

Any working volunteers for bar operations are RSA (Responsible Service of Alcohol) qualified and endorsed by the WA Department of Racing, Gaming and Liquor.





## Self Assessment

### Finance

Gosnells Bowling Club is in a strong financial position thanks to the diligence of past and present committees.

Treasury practices are sound and provide excellent governance of the finances.

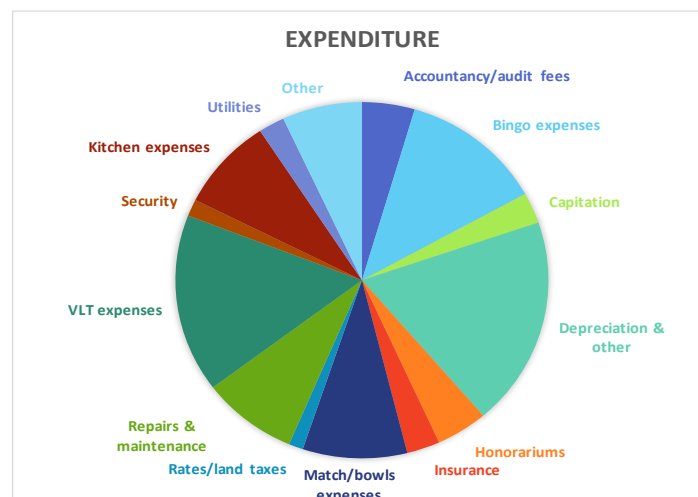
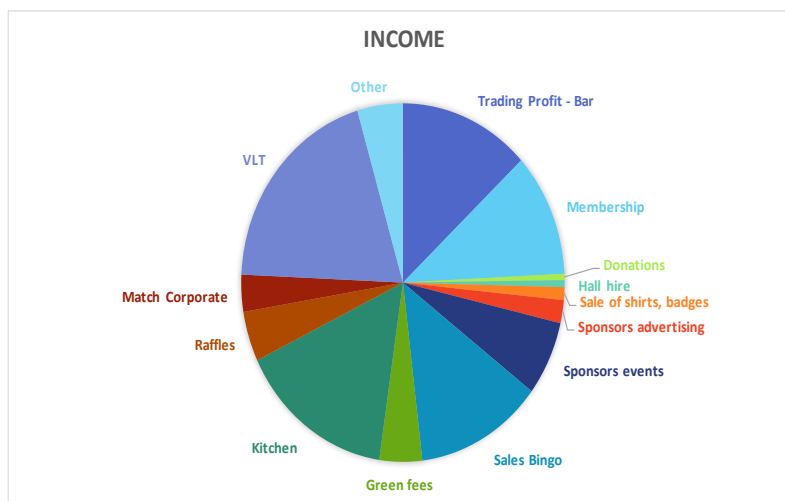
Preparation and adherence to budgets for all committees is being formalised, creating a more structured approach to income and expenditure.

The financial stability of the Club has been highly successful in attracting grants and financial assistance from all levels of government.

Income and expenditure for the 2014 - 2015 financial year:

### Income

Trading Profit - Bar	\$53,106	13%
Membership	\$45,393	11%
Donations	\$2,317	1%
Hall hire	\$2,559	1%
Sale of shirts, badges	\$4,715	1%
Sponsors advertising	\$8,460	2%
Sponsors events	\$27,344	7%
Sales Bingo	\$51,756	13%
Green fees	\$17,372	4%
Kitchen	\$63,142	16%
Raffles	\$18,375	5%
Match Corporate	\$13,575	3%
VLT	\$80,305	20%
Other	\$18,509	5%
<b>Total income</b>	<b>\$406,928</b>	



### Expenditure

Accountancy/audit fees	\$16,231	5%
Bingo expenses	\$44,053	12%
Capitation	\$9,941	3%
Depreciation & other	\$67,477	19%
Honorariums	\$15,923	4%
Insurance	\$10,209	3%
Match/bowls expenses	\$32,189	9%
Rates/land taxes	\$4,443	1%
Repairs & maintenance	\$29,638	8%
VLT expenses	\$57,506	16%
Security	\$5,440	2%
Kitchen expenses	\$29,778	8%
Utilities	\$8,041	2%
Other	\$24,623	7%

**Total Expenditure** **\$355,492**

## **Our Members - Their Attitudes, Preferences and Opinions**

### **Survey Results**

In June 2015, the Club undertook a survey of its members to gauge their attitudes, preferences and opinions to assist in the preparation of a SWOT analysis and a future planning document.

Of the Club's 367 members at that time, 100 returned the survey, equating to a credible 36.7% return.

### **Member Snapshot:**

Majority of the replies came from Ordinary members (57 men/42 women) who had been with the Club from 1 to 20 years, played bowls at least once/twice a week and competed in pennants or other events.

When asked what would encourage them to play in more competitions, the majority wanted more varied formats. Night games and Wednesday competitions were not supported.

Family membership, if offered, was not a high priority.

As expected the main reason for joining the Club was to play bowls (82%) and to socialise and meet new friends (76%).

Affordability and exclusivity were not high priorities.

Majority (69%) felt the Club was meeting their expectations, with 29 feeling the Club had exceeded theirs.

Preferences for days to play were Saturday (65%) and Tuesday (45%), coinciding with pennants. Preference for the rest of the week was even.

The Clubhouse was used by the majority of members every week (48%) and often twice a week (32%).

With regards to administrative matters, the majority were happy with the term of Office for the Executive Committee (85%) and the term of Office for the Selection Committee (77%).

### **Club Facilities:**

#### **Bowling/Surrounds**

Majority agreed the greens, banks and walkways were excellent to good.

Gardens also rated highly.

Parking was contentious with around 60% agreeing it was excellent to good, but approx. 30% wanting more parking.

#### **Clubhouse**

There were mixed results in the facilities provided within the current Clubhouse with the main hall receiving the highest praise of excellent to good. While the majority found the meeting room good to excellent, there was room for improvement.

Members rated the cleanliness of the Clubhouse highly, with the changing rooms receiving much lower marks.

### **Catering**

Members were very impressed with the catering provided by the ladies of the Club, with quality and value for money rating highly. Menu variety was also rated highly.

### **Bar and services**

Ambience of the bar and quality of services received the highest rating, followed by variety of drinks and the price.

### **Business Partners/Sponsors**

Majority of members who answered used the services of Club business partners/sponsors very to quite often.

### **Volunteers**

Not all members answered this question, so figures are not an accurate representation.

The results did illustrate that the majority of work is done by a minority of members.

It was interesting to note however that the highest number of volunteers, from very often to rarely, were those who assisted with functions and in the kitchen.

This was followed by social games, Clubhouse and Dad's Army.

## **Where to From Here?**

### **Future goals**

Members were given the opportunity to express their opinions on the future goals for the Club.

Improvements to the Clubhouse were a high priority, with the overwhelming majority opting for a new Clubhouse.

It is clear members understand the need to be progressive as the focus was also on increasing the number of younger players and lowering the age profile of the Club.

There was a general feeling of satisfaction and pride in the management of the Club - to continue keeping pace with changing times, so Gosnells would always be seen as a progressive club.

There was also a number of requests for more social bowls, more effort to engage the local community and continue to provide a caring environment that promotes social interaction and the game of bowls.

A higher level of communication to members was also a priority.

The use of social media and increased publicity to attract more members and sponsors was seen as a necessity.

Parking was a lower priority, but was mentioned by a significant number.

### **How is the Club doing in providing social events?**

Members were impressed with the level of organised social functions, however the confined space of the current Clubrooms was highlighted as a major restriction.

There was also comment on the need for more volunteers to assist with the organisation and running of events.

The Friday night meals were commended, however it was noted the addition of live music, dancing or cabaret evenings would encourage people to stay longer.

### **How is the Club doing in providing bowls programs?**

Once again, members were impressed with the level of bowls programs on offer.

The downward trend in pennants was noted and the Club was encouraged to increase the level of social bowl events during the season to compensate.

Again the lack of volunteers to assist in running events was noted.

Summer twilight bowls was also encouraged.

More mixed events were requested, as were opportunities for lower grade players to be competitive.

### **What should the Club focus on to attract new members?**

This question raised the highest level of engagement with respondents.

Attracting younger members and families to the Club was seen as the highest priority.

The promotion of Jack Attack, Junior Jack Attack and barefoot bowls was encouraged, illustrating that members are both aware of the need and open to change.

Advertising locally through newspaper, letter box drops and through schools, was also seen as a priority.

Upgrading the facilities, providing a fun, family friendly atmosphere and keeping bar prices competitive was encouraged.

More open days and a “have a go” day was another priority.

Changing the perception of lawn bowls being only for the elderly was encouraged and the continued success of the Club noted.

The introduction of a junior bowls program and family membership was also noted.

### **Are there any specific policies you would like to see?**

This question attracted the least number of comments, with equality between sexes and dress codes mentioned.



## SWOT Analysis

The SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis has been compiled from input of Club members who completed the survey.

Strengths	Weaknesses
<p>Good club structure</p> <p>Prominent geographic location</p> <p>Quality greens</p> <p>Public visibility</p> <p>Surrounds, ambience, part of CBD</p> <p>Financially sound</p> <p>Strong Constitution and By-laws</p> <p>Strong Management Committee</p> <p>Club licence</p> <p>Qualified bar staff</p> <p>Strong competitive male and female bowls teams</p> <p>Bowls WA Metropolitan Club of the Year 2015</p> <p>Clubs WA "Clubs in the Community (Community Partnership)" Award for Excellence 2015 &amp; 2016</p> <p>Clubs WA "Best Club Members Night (Small)" Award for Excellence 2015 &amp; 2016</p> <p>Bowls WA "Volunteer of the Year" Award 2016</p> <p>Two greens under good lights</p> <p>Strong relationship with City of Gosnells</p> <p>High quality shades for players and spectators</p> <p>Strong volunteer support</p> <p>Good kitchen and Friday evening meals</p> <p>Volunteer catering for functions</p> <p>Designated Good Sports Club</p>	<p>"C" and "D" greens restricted to 4 rinks each</p> <p>No under-cover bowling</p> <p>Restrictive boundaries of site</p> <p>Public parking needs priority for members and visiting players</p> <p>All dining and functions are held in bar area, need separate dining</p> <p>Change-rooms and toilets are inadequate</p> <p>Building generally inadequate for social needs of members</p> <p>Under- utilisation of greens and clubrooms</p> <p>Gosnells is low socio-economic area</p> <p>High age profile of members</p> <p>Lack recruitment target plan</p> <p>long term availability of kitchen volunteers</p> <p>Members live only for today, no perception of future for Club</p> <p>All costs to members restricted by disposable income of members</p> <p>Parking facilities</p>

Opportunities	Threats
<p>Build and strengthen relationships with Federal. State and Local Governments</p> <p>Utilise club as a community center</p> <p>Advertise on electronic media and newspapers</p> <p>Utilise local businesses; cross promotion</p> <p>Involve local businesses to use club as training venue</p> <p>Partnership involvement</p> <p>Expand availability of bar access</p> <p>Campaign to new development areas</p> <p>Host “Younger People” events</p> <p>Create Communication, Recruitment and Marketing positions</p> <p>Target athletes from other clubs finishing their Grass Roots careers</p> <p>Appoint a Head Coach</p> <p>Attract additional coaching and umpiring staff</p> <p>Expand and extend our web page and Facebook</p> <p>Junior development through schools</p> <p>Mentoring and training programs for new and existing bowlers</p> <p>Attractiveness with non-exclusive boundary fence</p> <p>Employ a Club Manager</p> <p>Welcome strangers</p> <p>Pursue transfer of rear lane from Railways to Club lease</p>	<p>Term of lease</p> <p>Land belongs to the railways</p> <p>Viable expenditure on new club under present lease conditions</p> <p>Clubhouse capacity</p> <p>Maintaining lower age profile</p> <p>Length of the pennant season and time of play</p> <p>Daily memberships not permitted</p> <p>Litigation</p> <p>Increasing costs</p> <p>Insufficient rinks to cater for State Events</p> <p>Heat and inclement weather conditions</p> <p>Volunteer numbers decline</p> <p>Willful damage to greens and clubhouse</p> <p>Increasing level of responsibility for committee members eg OH&amp;S</p>

## Mission, Vision and Core Values

Gosnells Bowling Club has established itself as a progressive and forward thinking lawn bowls club.

In keeping with the strategic direction for bowls in Australia, management are committed to ensuring the future of lawn bowls. This will be achieved by preserving the traditions that shape the values of the game, while growing participation across all ages and ethnicities.

### Our Mission:

*To foster, promote and widen participation in lawn bowls through provision of quality bowling and club facilities in a family friendly, supportive and positive environment.*

### Our Vision:

*To be the Club of choice for Gosnells and surrounding area community and embrace the changing dynamics of the sport.*

### Our Values

Having respect for and appreciation of our fellow members, guests and supporters.

Commitment to our training and game preparation in a manner befitting our Club, assisting members to realise their full potential by offering programs for developing and maintaining skills.

Involving our Club in the community by making our facilities available to various institutions and groups, promoting competition and community spirit.

Actively seek opportunities that encourage community members to play this organised sport, which emphasises sportsmanship and social development of both youth and adults alike.

Develop and maintain effective communication across all mediums with our members, local community, business partners and all levels of government.

Continue to be a progressive, forward thinking Club and commit to increasing participation in social bowls, Jack Attack and Junior Jack Attack to reflect the changing direction of lawn bowls in Australia.



## Strategic Objectives, Initiatives and Action Plans

### Key Result Areas and Objectives:

#### OBJECTIVES AND STRATEGIES.

Number	Objective	Strategy	Responsibility	Timeline	Resourcer/ Finances Needed
1	<b>Ongoing Improvements on Grounds.</b>	Establish an Action List of things to be done.	Grounds and greens committee.		
		Establish a Budget.	Finance Committee.		
		Prioritise the Action List in accordance with the budget.	Grounds and greens committee.		
		Identify members skills.	Executive Committee.		
		Align tasks with available partners.	Sponsorship Coordinator.		
2	<b>Improve the financial management of the club.</b>	Overall Budget.	Finance Committee.		
		Review at each Finance Meeting.	Finance Committee.		
		Each portfolio to have its own figures.	Finance Committee.		
		Identify trainers and courses.	Club President.		
3	<b>Replace Club House (priority # 1).</b>	Carry out a Feasibility Study for the lease and future planning.	Executive Committee. Form a building committee.		
		Develop relationships with Federal, State and Local Governments.	Building Committee.		
		Identify key stakeholders.	Building Committee.		
4	<b>Maximise the usage of our club rooms.</b>	Establish a TimeLine Chart.	Vice President.		
		Based on this chart, investigate the possible organisations that could utilise these vacant spots.	Vice President, Functions Coordinator and Entertainment Committee.		
		Compile a list of possible organisations.	Vice President and Functions Coordinator.		
		Establish Goals.	Executive Committee.		



## OBJECTIVES AND STRATEGIES.

Number	Objective	Strategy	Responsibility	Timeline	Resourcer/ Finances Needed
5	Increase the usage of our greens.	Establish a Timeline Chart.	Vice President and Bowls Committee's		
		Based on this chart, investigate the possible organisations that could utilise these vacant spots.	Vice President, Bowls Committee's and Sponsorship Coordinator.		
		Establish Goals.	Executive Committee.		
6	Increase "On Green" performance.	Establish skill development for existing bowlers.	Bowls Committee's.		
		Establish coaching criteria for new bowlers.	Bowls Committee's.		
		Increase the number of coaching staff.	Bowls Committee's.		
		Increase the number of umpire staff.	Bowls Committee's.		
7	Increase communication and social media.	Identify two members for IT.	President and Vice President.		
		Separate web management from social media management.	President and Vice President.		
8	Recruitment.	Retain membership.	Membership coordinator.		
		Member participation in recruitment.	Membership coordinator.		
		School programs.	School programs coordinator.		
		Jack attack.			

## Objective, Action Plans and Timing

GROUNDS ACTION PLAN									
Number	Objective	Task/Activity	Responsibility	Timeline			Budget	Status	Notes
				Short	Medium	Long			
1	<b>Establish a Grounds Action List of things to be done.</b>	Install new seating at both ends of D Green.	Exec Comm & Grounds	X			\$5,000	IP	Acquired materials June 2016. Commenced installation August 2016.
		Install new shading at both ends of D Green.	Exec Comm, Grounds & Contractor	X			\$30,000	IP	Acquired quotes June 2016. Placed order July 2016.
		Replace surrounding grass around D Green with synthetic turf.	Exec Comm, Grounds & Contractor	X			\$5,000	IP	Acquired quotes June 2016. Placed order August 2016.
		Replace surrounding grass around A Green with synthetic turf.	Exec Comm, Grounds & Contractor		X		\$5,000	OH	
		Replace seating at East end of A, B, and C Greens.	Exec Comm, Grounds & Contractor		X		\$5,000	OH	
		Replace perimeter fence and bushes with new wall.	City of Gosnells.			X	\$300,000	IP	Drawings produced by Cog 2015.
		Replace existing A and B Green lighting with LED lights.	Executive Committee.		X		\$30,000	IP	Carry out a study of existing light usage.
		Install solar batteries.	Executive Committee.		X		\$35,000	OH	Awaiting technical spec and pricing.
		Install roof over executive parking area.	Executive Committee.		X		\$5,000	OH	
		C and D Green lighting.	Executive Committee.		X		\$100,000	OH	

IP = In Progress    C = Complete    OH = On Hold

Timeline; Short = Up to 1 year.    Medium = 2 to 3 years.    Long = Over 4 years.

# FINANCIAL MANAGEMENT PLAN

Number	Objective	Task/Activity	Responsibility	Timeline			Budget	Status	Notes
				Short	Medium	Long			
2	Review and undertake financial modelling with the aim of developing a financial structure that is sustainable.	Create a portfolio for each category.	Executive Committee.	X					
		Create a budget for the coming year.	Finance Committee.	X				IP	
		Review the budget at each finance meeting.	Finance Committee.	X					
		Create budgets for each portfolio.	Finance Committee.	X					
		Establish provisions for future budgets.	Executive Committee.	X					
		Establish provisions for future building.	Executive Committee.		X				
		Establish provisions for future grounds upgrade.	Executive Committee.		X				

IP = In Progress

C = Complete

OH = On Hold

Timeline; Short = Up to 1 year. Medium = 2 to 3 years. Long = Over 4 years.

# CLUB HOUSE

Number	Objective	Task/Activity	Responsibility	Timeline			Budget	Status	Notes
				Short	Medium	Long			
3	Replace Club House (priority # 1).	Carry out a feasibility study for the lease and future planning.	Executive Committee		X		\$20,000.00		
		Develop relationships with Federal, State and Local Governments.	Executive Committee	X				IP	Lobby Local and State Governments.
		Identify key stakeholders.	Executive	X					
		Contact CoG to indicate intentions to continue.	Executive Committee			X			
		Produce preliminary concept drawings.	Executive Committee			X	\$20,000.00		
		Acquire budget costings based on concept drawings.	Executive Committee			X			

IP = In Progress

C = Complete

OH = On Hold

Timeline; Short = Up to 1 year. Medium = 2 to 3 years. Long = Over 4 years.



## FACILITY USEAGE.

Number	Objective	Task/Activity	Responsibility	Timeline			Budget	Status	Notes
				Short	Medium	Long			
4	Maximise the usage of our club house facilities.	Establish a Marketing Committee.	Executive Committee	X					
		Establish a timeline on facility usage and availability.	Marketing Committee	X					
		Based on this timeline, compile a list of times and days of non usage,	Marketing Committee	X					
		Investigate the different categories of organisations that could fill these gaps.	Marketing Committee	X					

IP = In Progress

C = Complete

OH = On Hold

Timeline; Short = Up to 1 year. Medium = 2 to 3 years. Long = Over 4 years.

# GREENS USEAGE.

Number	Objective	Task/Activity	Responsibility	Timeline			Budget	Status	Notes
				Short	Medium	Long			
5	Maximise the usage of our greens.	Establish a timeline on facility usage and availability.	Club Captains and Marketing Committee	X					
		Based on this timeline, compile a list of times and days of non usage,	Club Captains and Marketing Committee	X					
		Investigate the different categories of organisations that could fill these gaps.	Club Captains and Marketing Committee	X					

IP = In Progress

C = Complete

OH = On Hold

Timeline; Short = Up to 1 year. Medium = 2 to 3 years. Long = Over 4 years.

# GREENS PERFORMANCE.

Number	Objective	Task/Activity	Responsibility	Timeline			Budget	Status	Notes
				Short	Medium	Long			
6	Increase on green performance.	Appoint a Head Coach.	Executive Committee and Captains.	X				IP	
		Increase number of coaching courses and participants for new bowlers.	Head Coach.	X					
		Increase number of coaching courses and participants for established bowlers.	Head Coach.	X					
		Increase number of accredited umpires and measurers.	Head Coach.	X					
		Research and implement best practice in coach education.	Head Coach.	X					
		Target potential elite coach candidates.	Head Coach.	X					
		Elite coaches provided with opportunities for development.	Head Coach.	X					
		Provide a structured approach to training and development	Head Coach.						
		Bowler, Coach, Official and Administration Education.	Head Coach.	X					

IP = In Progress

C = Complete

OH = On Hold

Timeline; Short = Up to 1 year. Medium = 2 to 3 years. Long = Over 4 years.

COMMUNICATION AND SOCIAL MEDIA									
Number	Objective	Task/Activity	Responsibility	Timeline			Budget	Status	Notes
				Short	Medium	Long			
7	Develop and implement a unified internal and external communications plan.	Establish Communications Administrator and Working Group to develop plan.	Executive Committee.	X				IP	Established working group August 2016.
		Identify key channels of communication.	Communication Working Group.	X				IP	Met with In Touch Communication Aug 2016.
		Identify role of social media in communications plan.	Communication Working Group.	X				IP	
		Website alignment.	Communication Working Group.	X					
		Identify the demographic match between social media and a social media marketing strategy.	Communication Working Group.	X					
		Build a marketing strategy for the role of social media.	Communication Working Group.	X					

IP = In Progress    C = Complete    OH = On Hold

Timeline; Short = Up to 1 year.    Medium = 2 to 3 years.    Long = Over 4 years.



# RECRUITMENT

Number	Objective	Task/Activity	Responsibility	Timeline			Budget	Status	Notes
				Short	Medium	Long			
8	Recruitment.	Generate the role of a Membership/Recruitment Officer, and promote the establishment of this position.	Executive Committee.	X				IP	
		Examine the future demographic changes in our area and tailor recruitment strategies for under represented groups accordingly.	Communication Working Group.	X					
		Based on research, assess who the under represented groups are and their potential benefit to the sport.	Communication Working Group.	X					
		Conduct aggressive targeted campaigns aimed at athletes from other sports who are finishing their grass-roots career.	Communication Working Group.	X					
		Advertise to change the negative perceptions of bowls.	Communication Working Group.	X					

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Timeline; Short = Up to 1 year.    Medium = 2 to 3 years.    Long = Over 4 years.

## **2014—2017 Summary**

To be prepared prior to AGM 2017

**Evaluation and Reporting Process:**

The Strategic Plan will provide the Club with a framework for the future, enabling it to achieve its vision.

The important thing to remember is that the Plan is not static, an end in itself, but rather a means of achieving its purpose.

The people implementing the Strategic Plan need to have the flexibility and authority to be creative and responsive to new developments, both locally and nationally.

This may mean changing the activities that have previously been selected to achieve the clubs mission, due to new opportunities or challenges.

The process is helpful only if it assists the Club to be honest in assessing old attitudes in light of new information about the present, and anticipate the environment in which the Club will be working in the future.

It is Management's responsibility to keep its finger on the pulse and ensure that everything in the Plan is still relevant to fulfilling the Club's Mission and achieving its Vision.

Short term initiatives and actions indicated in the Plan will form a major part of the Club's day-to-day business.

However, medium and long term initiatives and actions must be reviewed for their continuing future relevance.

In these reviews, new or looming opportunities and challenges should also be assessed to see if they need to be considered for inclusion into the Strategic Plan.

Adjustments to timings, responsibilities and financial impacts must also be considered.

The Planning Committee will continue to assess and develop the strategic direction for the Club, reporting back to the Management Committee on a monthly basis.

It is suggested that Management meets every six months and undergoes a detailed review of all items that are not currently listed as part of the day-to-day business.

These bi-annual reviews will occur 3 months following and 3 months prior to the AGM.

A meaningful and relevant Strategic Plan is one that continues to evolve according to the changing environment that the Club is operating within.

Acceptance of the latest adjusted version of the Strategic Plan will be put to the Club's members at every AGM.

## **Financial Assessment and Budget Forecast:**

To be prepared prior to AGM 2017