

# Joondalup Bowling Club

## **STRATEGIC PLAN**

**2021 - 2026**

## **Vision**

**To become recognised as a leading lawn bowls club in the Perth Metropolitan Region.**

## **Mission**

**To be a friendly, collegial lawn bowls club which is the club of choice in the northern suburbs of Perth for both social and competitive lawn bowls by:**

- **Providing affordable and accessible participation in lawn bowls for everyone in the community;**
- **Providing pathways, competition, challenges and opportunities at all levels of the sport;**
- **Understanding, embracing and valuing the differences within the lawn bowls community;**
- **Promoting Lawn bowls as healthy, safe and enjoyable sport for people of all ages.**

## **SWOT ANALYSIS**

**A SWOT analysis has been developed following a special Club meeting when input was sought from members and from consideration of a written submission from one member and the Club's previous Strategic Plan.**

## **STRENGTHS**

- **THE CLUB BUILDINGS AND FACILITIES**
- **THE HIGH STANDARD OF THE CLUB'S GREENS**
- **FRIENDLY ATMOSPHERE**
- **POTENTIAL FOR SUCCESS**
- **GROWING CLUB**
- **PRIME LOCATION WITHIN THE COMMUNITY**
- **PENNANT TEAMS FOR ALL LEVELS OF BOWLERS**
- **PARTICIPATION OF MEMBERS IN SOCIAL BOWLS**
- **LONG STANDING TRADITION**

- **STRONG IDENTITY WITHIN THE COMMUNITY**
- **FINANCIALLY POSITIVE**
- **STRONG GROWING MEMBERSHIP**
- **EXPERTISE WITHIN THE MEMBERSHIP**
- **GOOD POOL OF SPONSORS**

## **WEAKNESSES**

- **VULNERABILITY TO POOR MANAGEMENT OF THE JSA**
- **INSUFFICIENT SPREAD OF MEMBER INVOLVEMENT IN CLUB ACTIVITIES AND MANAGEMENT**
- **CAR PARKING LIMITATIONS**
- **LACK OF OFF SEASON REVENUE**
- **LIMITED INCOME STREAMS**
- **LACK OF SYNTHETIC GREEN FOR PLAY IN WINTER, AT NIGHT AND FOR PENNANT PRACTICE AND COMPETITION**
- **RECRUITMENT AND RETENTION OF JUNIOR BOWLERS**
- **POOR COMMUNICATION MECHANISMS**
- **RELIANCE ON BINGO FOR INCOME**
- **SUCCESSION PLANNING**

## **OPPORTUNITIES**

- **THE POTENTIAL TO PROVIDE AN INCOME STREAM FROM SUCCESSFUL MANAGEMENT OF THE JOONDALUP SPORTS ASSOCIATION (JSA)**
- **IMPROVE FACILITIES BY PROVIDING A COVERED DECK OVERLOOKING THE GREENS TO ENSURE AVAILABILITY OF A DISCRETE, PLEASANT, AREA FOR BOWLERS**
- **INCREASED WINTER AND NIGHT ACTIVITIES**
- **ADDED FOCUS ON RECRUITMENT OF JUNIOR BOWLERS**

- **CONSIDERATION OF VARIED FORMATS OF PLAY TO ATTRACT A WIDER DEMOGRAPHIC OF MEMBERSHIP**
- **CONSIDERATION OF A POLICY FOR THE RECRUITMENT OF LEADING PLAYERS TO ENHANCE PERFORMANCE OF THE CLUB AT A HIGH COMPETITIVE LEVEL AND TO THEREBY ATTRACT MORE NEW MEMBERS**
- **THE HOSTING OF CARNIVALS, STATE EVENTS AND OTHER HIGH PROFILE COMPETITIONS TO ENHANCE THE STANDING OF THE CLUB IN THE BOWLS COMMUNITY**
- **GREATER INVOLVEMENT WITH THE COMMUNITY**
- **REVIEW OF MANAGEMENT STRUCTURE**
- **REVIEW OF COMMUNICATION METHODS AND IN PARTICULAR USE OF SOCIAL MEDIA**
- **ATTRACT NEW MEMBERS**

## **THREATS**

- **LICENCING AND COUNCIL REGULATIONS**
- **POOR MANAGEMENT OF THE JSA**
- **OTHER COMPETING LEISURE/SOCIAL ACTIVITIES\_(ESPECIALLY IN WINTER)**
- **LOSS OF BINGO REVENUE**
- **LOSS OF GREENKEEPER**
- **AGEING CLUB MEMBERS**
- **LACK OF CASH FLOW**
- **FINANCE TO FUND MAJOR DEVELOPMENTS**
- **VANDALISM AND IN PARTICULAR THE EFFECT OF VANDALISM TO ANY SYNTHETIC GREEN**
- **NEIGHBOUR COMPLAINTS**
- **LOSS OF PLAYING/PENNANT MEMBERS**

To enable the Club to address all these SWOT issues the following long and short term goals have been set:

### **LONG TERM GOALS**

- TO ENSURE THE CLUB CONTINUES TO ACHIEVE PROMOTION TO HIGHER DIVISIONS IN PENNANT COMPETITIONS
- TO MAINTAIN AND ENHANCE THE CLUB'S RESPECTED STANDING WITHIN THE WESTERN AUSTRALIAN BOWLING FRATERNITY
- TO DEVELOP AND ENCOURAGE A COMPETITIVE AND SPORTSMANLIKE CULTURE WITHIN THE CLUB
- TO PROVIDE A FRIENDLY, SOCIAL AND PROFESSIONAL CLUB ATMOSPHERE FOR ALL MEMBERS AND VISITORS TO ENJOY
- TO PROMOTE THE CLUB AS A PROGRESSIVE AND SUSTAINABLE SPORTING/SOCIAL FACILITY/CLUB
- TO MAINTAIN AT LEAST TWO FIRST CLASS GRASS GREENS
- TO IMPROVE THE CLUB'S FACILITIES

### **SHORT TERM GOALS**

- TO ENCOURAGE MORE MEMBERS TO TAKE AN ACTIVE PART IN THE ACTIVITIES OF THE CLUB
- TO DEVELOP A CLUB RECRUITMENT AND PLAYER RETENTION PROGRAM FOR STRONG MEMBERSHIP GROWTH
- TO ENSURE MEMBERS ARE ABLE TO ENJOY SOCIAL BOWLING
- TO BE ABLE TO INSTALL A SYNTHETIC GREEN (SUBJECT TO FULL INVESTIGATION AS TO QUALITY, RISK, INSURANCE AND COST)
- PROVIDE A COVERED DECK OVERLOOKING THE GREENS
- TO REVIEW AND IF NEED BE MODIFY CURRENT MANAGEMENT STRUCTURES
- TO DEVELOP AND IMPROVE PROSPECTIVE/CURRENT REVENUE RAISING STREAMS, IN PARTICULAR

THE SUCCESSFUL CONTINUATION OF BINGO,

BY ENSURING APPROPRIATE REPRESENTATION ON THE JSA MANAGEMENT COMMITTEE AND OVERSIGHT OF ITS OPERATIONS

## FOR THE MAINTENANCE OF A FINANCIALLY VIABLE CLUB

- TO REVIEW AND IMPROVE CLUB INTERNAL AND EXTERNAL COMMUNICATIONS AND IN PARTICULAR THE USE OF SOCIAL MEDIA
- TO COMPILE UP TO DATE CLUB JOB DESCRIPTIONS, OPERATIONAL POLICIES AND ANNUAL ACTIVITY CALENDAR AND GUIDELINES
- TO CONTINUE THE IMPROVEMENT OF CLUB FACILITIES

### GOALS AND ACTION PLANS

Long Term Goals	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
1. To ensure the Club continues to achieve promotion to higher divisions in Pennant Competitions	1. Good standard greens 2. Recruitment and player retention Program 3. Selection Policy 4. Coaching policy	1. Greens Committee Chair 2. Management Committee 3 Chairman of Selectors 4. Head Coach	2021 to 2026	Ongoing	Pennants results
2 To maintain and enhance the Club's respected standing within the Western Australian bowling fraternity	1. Good standard greens 2. Participation in Pennants Competition 3. Hosting of State Competitions, Carnivals and other high profile events 4. Friendly and social club atmosphere 5. Improve internal and external communications	1. Greens Committee Chair 2. Ladies' and Mens' Match Captains 3. Ladies' and Mens' Match Captains/ Sponsorship Chair 4. Management Committee 5. Management Committee	2021 to 2026	Ongoing	Continued recognition by our bowling peers
3. To develop and encourage a competitive and sportsmanlike culture within the Club.	1. Recruitment and player retention program Selection policy 2. Coaching policy	1. Management Committee 2. Chairman of Selectors 3. Head Coach	2021 to 2026	Ongoing	1. Increased involvement of junior bowlers 2. Competitive team performances and retention of high level bowlers. 3. Demonstrated sportsmanlike

					behaviour of Members
4. To provide a friendly, social and professional club atmosphere for all members and visitors to enjoy.	<ol style="list-style-type: none"> <li>1. Improve internal and external communications</li> <li>2. Arrange social bowling and Club activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Management Committee</li> <li>2. Social Chairperson/ Bar Manager/ Management Committee</li> </ol>	2021 to 2026	Ongoing	Positive feedback from members and visitors
5. To promote the Club as a progressive and sustainable sporting/social facility/club	<ol style="list-style-type: none"> <li>1. Encourage members to assist in Club administration</li> <li>2. Hosting of State Competitions, Carnivals and other high profile events</li> <li>3. Improve internal and external communications</li> </ol>	<ol style="list-style-type: none"> <li>1. Management Committee</li> <li>2. Management Committee, Ladies' and Mens' Match Captains/ Sponsorship Chair</li> <li>3. Management Committee</li> </ol>	2021 to 2026	Ongoing	Feedback from business partners, members and visitors
6. To develop a financial model to ensure the long term sustainability of the club through recurring income and strong fiscal management.	<ol style="list-style-type: none"> <li>1. Increase revenue streams through; <ul style="list-style-type: none"> <li>- Annual review.</li> <li>- Membership Growth.</li> <li>- Increase Bingo revenue.</li> <li>- Increase community events.</li> <li>- Higher member participation in club events.</li> <li>- Developing alternate sources of income.</li> <li>- Higher sponsorship revenue.</li> <li>- Ongoing participation in the management of JSA to improve net return.</li> </ul> </li> <li>2. Reduce operating costs through; <ul style="list-style-type: none"> <li>- Annual review.</li> <li>- Best practise in green keeping management.</li> <li>- Improved</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Management and sub committees, members and volunteers.</li> <li>2. Management and sub committees, staff.</li> </ol>	2021 to 2026	Ongoing	<ol style="list-style-type: none"> <li>1. Gross revenue increase by 5% pa.</li> <li>2. Operating costs reduction by 1%pa.</li> </ol>

	<p>volunteer participation to reduce overheads where possible under required legislation.</p> <p>- Continual review of supplier costs.</p>				
<p>7. To explore the future development of the Club with particular consideration to encouraging youth participation in lawn bowling and varied forms of play likely to attract a wider demographic.</p>	<p>1. Identify opportunities</p> <p>2. Assessment of opportunities</p>	<p>Management Committee/ Ladies' and Mens' Match Captains,/ Social Chairperson</p>	<p>2021 to 2026</p>	<p>Ongoing</p>	<p>Club development opportunities confirmed</p>
<p>8. To maintain two first class grass greens</p>	<p>1. Ensure the maintenance of a green keeping succession plan</p> <p>2. Arrange for Green Keeper contract extension each year</p>	<p>President /Chairman Greens Committee</p>	<p>2021 to 2026</p>	<p>Ongoing</p>	<p>Attainment of two first class grass greens</p>
<b>Short Term Goals</b>	<b>Actions</b>	<b>Action Officer</b>	<b>Time Frame</b>	<b>Current Status</b>	<b>Performance Indicator</b>
<p>1. To encourage members to take an active part in the activities of the Club</p>	<p>1. Ensure continued utilisation of Club volunteers</p> <p>2. Provide communication to members</p>	<p>Management Committee</p>	<p>January 2021 - 2026</p>	<p>Ongoing</p>	<p>Increased participation numbers</p>
<p>2. To encourage social bowling in which a wide demographic is encouraged to participate.</p>	<p>1. Improve internal and external communications</p> <p>2. Arrange social bowling and game formats to encourage diverse groups to participate and arrange other Club activities</p>	<p>1. Management Committee</p> <p>2. Social Chairperson/ Bar Manager/ Management Committee</p>	<p>2021 to 2026</p> <p>1. 2021 to 2026</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>1. Positive feedback from members and visitors</p> <p>2. Increased numbers of visitors and members participating in social bowling.</p>
<p>3. To review and if need be modify current management structures</p>	<p>1. Review Club management structure for appropriateness</p> <p>2. Make any necessary modifications to</p>	<p>Vice President Men / Management Committee</p>	<p>30/6/21</p>	<p>Ongoing</p>	<p>1. Consideration by Management Committee</p> <p>2 Modifying and implementing any necessary changes</p>



	management structure				
4. To develop a Club recruitment and player retention program in particular to attract junior and high performing players and thereby attract other players.	1. Explore and assess options 2. Confirm appropriate options for implementation within the program and report to Management Committee 3. If approved implement policy	1. /Ladies and Mens Match Captains 2. /Ladies and Mens Match Captains 3 Management Committee	1. and 2. 30/4/21  3. 30/6 2021	Ongoing	1. and 2. Program developed  3. Increased number of junior and high level players
5. To investigate the feasibility of installing a synthetic green and subject to that and prioritising whether to install it prior to providing a new deck (see goal below), installing the green.	1. Investigate issues relating to quality, cost, maintenance, risks, insurance and replacement of a synthetic green. 2. If feasible, prioritise whether to proceed. 3. Obtain quotations, apply for available grants and necessary approvals. 4. Engage contractor and install.	1. President  2. Management Committee  3. President/ Management Committee  4. Management Committee	1. January 2021 to 30 June 2021  2. July 2021  3. July 2021 to March 2022 4. January 2022 to Sept2022	Ongoing	1. Report to Management Committee  2. Decision of Management Committee 3. Obtaining Quotations/ Decision to proceed/ Approvals granted.  4. Completion of installation
6. To investigate the feasibility of constructing a covered deck overlooking the greens and subject to that and prioritising whether to install it prior to providing a synthetic green (see goal above), building the deck.	1. Provide a design for the deck, ascertain approximate cost, ascertain all approvals required including from the JSA and best terms for any such approval 2. If feasible, prioritise whether to proceed. 3. Obtain quotations, apply for available grants and necessary approvals. 4. Engage contractor and install.	1. Vice President Men  2. Management Committee  3. Vice President Men /Management Committee	1. January 2021 to 30 June 2021  2. July 2021  3. July 2021 to March 2022 4. January 2022 to Sept2022	Ongoing	1. Report to Management Committee  2. Decision of Management Committee 3. Obtaining Quotations/ Decision to proceed/ Approvals granted.  4. Completion of construction.

<p>7. To develop and improve prospective/current revenue raising streams, arrange succession plan for continued operation of Bingo, review member skill base to ensure accounting and management oversight of the JSA</p> <p>for the maintenance of a financially viable Club</p>	<p>1. Identify and arrange for a member to take over bingo operation</p> <p>2. Review member skill base and obtain agreement from appropriate members to assist with management of JSA</p> <p>3. Monitor current and investigate new revenue raising streams</p>	President/ Management Committee	<p>1. 31/1/21</p> <p>2. 30/4/21</p> <p>3. 31/5/21</p>	Ongoing	<p>1. New member taking over responsibility.</p> <p>2. Agreement of members to assist.</p> <p>3. Adequate revenue raising streams maintained</p>
<p>8. To review and improve Club internal and external communications and in particular use of social media.</p>	<p>1. Produce Club newsletters</p> <p>2. Explore improved use of the Club website and use of social media</p> <p>3. Produce communication plan for members</p>	Chair Sponsorship/ Management Committee	30/6/21	Ongoing	Improved Club communications
<p>9. To compile up to date Club job descriptions, operational policies, annual activity calendar and guidelines</p>	<p>1. Compile Club job descriptions and operational policies</p> <p>2 Obtain Management Committee approval</p> <p>3. Implement job descriptions and policies</p>	President/ Management Committee	31/9/21	Ongoing	Club management structure reviewed, job descriptions and policies implemented
<p>10. To continue the improvement of Club facilities</p>	<p>1. Identify areas for improvement/ development</p> <p>2. Take necessary action to implement</p>	Management Committee	<p>1. 31/3/21</p> <p>2021 to 2026</p>	Ongoing	Club facilities improved





