

BASSENDEAN BOWLING CLUB INCORPORATED

STRATEGIC PLAN

2021 – 2022



1. Our Vision

In the period to 2022 the Bassendean Bowling Club will be recognised for its outstanding performance on and off the bowling green and as a friendly and welcoming destination for the Bassendean community.

2. Our Mission

Grow and strengthen Bassendean Bowling Club as a model for success for other clubs in Western Australian lawn bowls.

3. Our Values

We will live by and uphold our values to maintain our club as a place people feel safe, welcome and fulfilled through:

- **Respect**
 - For each other;
 - For the club;
 - For our facilities; and
 - For our guests and our on-green opponents.
- **Fairness**
 - In all our dealings; and
 - With scrutiny and openness.
- **Integrity**
 - Through diligence;
 - With accountability; and
 - By managing risk.
- **Fun**
 - Enjoying the game;
 - Involving our members and guests; and
 - Welcoming the community.
- **Friendship**
 - Welcoming members;
 - Celebrating our differences; and
 - With integration and participation.
- **Leadership**
 - On and off the green;
 - Managing for today; and
 - Planning for the future.

4. The Challenges to be addressed

There will be many challenges to address in coming years. The key challenges confronting us now are listed below.

Maintaining our Relevance

- Competing for members in a market flooded with choice;
- Time pressures experienced by our target market; and
- Providing an experience that is relevant and inviting.

Ageing Assets

- Managing and maintaining significant land and building assets;
- Providing a safe and appealing environment;
- Ensuring asset compliance over time; and
- Maintaining, renewing and replacing assets in a proactive and planned way.

Funding and Affordability

- Maintaining ageing and deteriorating assets;
- Funding ever growing ongoing capital and recurrent asset expenses;
- The cost of sporting participation to members; and
- Encouraging participation through affordable options.

Member Growth

- Attracting new members with a range of offers;
- Retaining existing members;
- Recruiting and retaining good staff;
- Providing a place where people want to be.

Maintaining High Standards

- Of member, guest and visitor behaviours;
- Of health and hygiene; and
- Involving volunteers in a range of tasks.

Legislative and Corporate Compliance

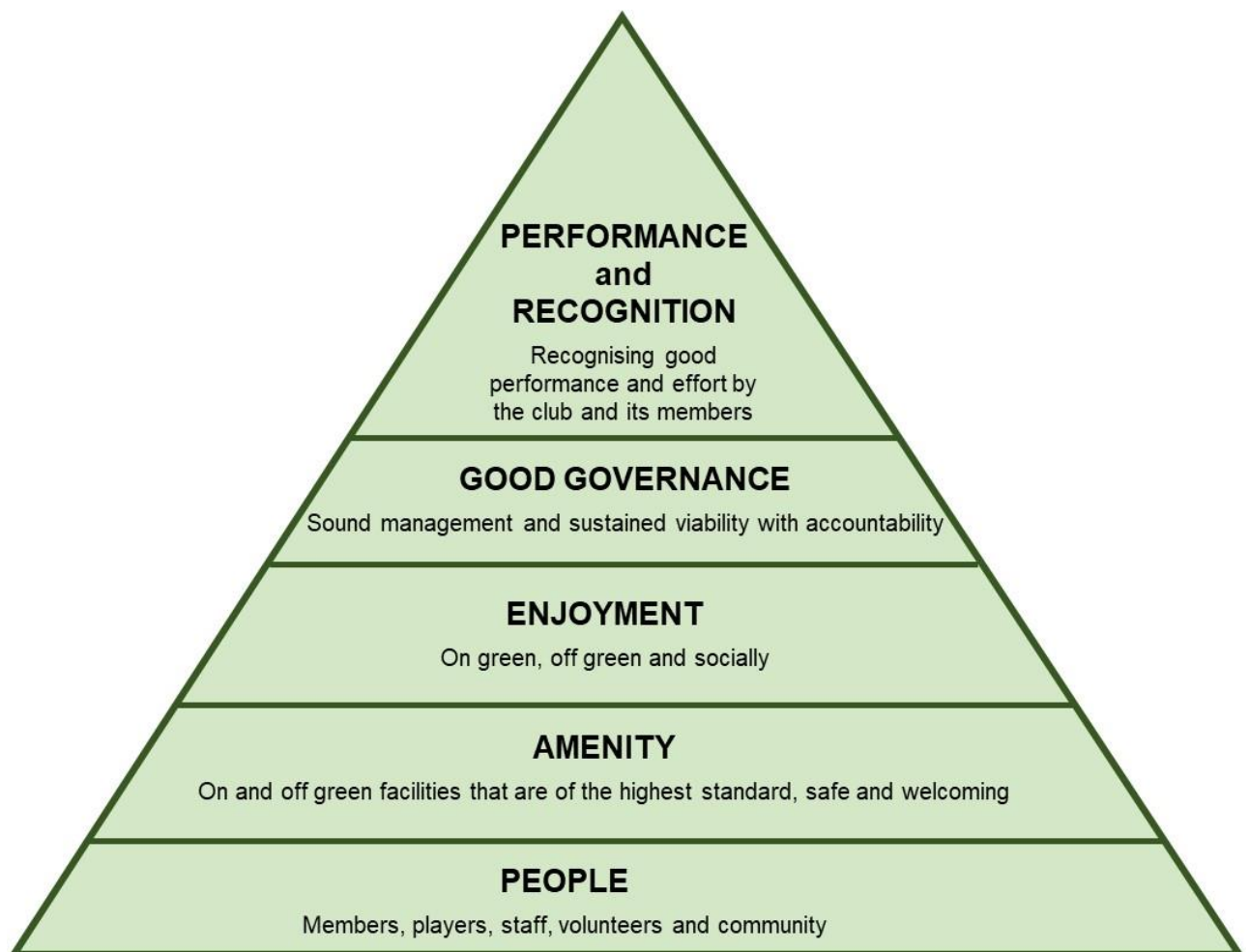
- Fulfilling our lease commitments;
- Complying with Building Codes and standards;
- Operating licensed premises appropriately;
- Managing risk by protecting and insuring our assets;
- Complying with OHS, health, environmental and other requirements; and
- Making use of diverse plant and equipment.

Pressure for Available Space

- Growth of our club;
- Growth of nearby neighbours.
- Future development pressures.

5. Our Pyramid for Success

Our “Pyramid for Success” to ensure the Bassendean Bowling Club continues to grow and prosper is shown below:



6. Strategies for Success

Our strategies for success are listed below for each area shown in our pyramid for success.

Key Area for Success	Strategic Objective/s	Strategies to be Implemented
Performance	Our performance is acknowledged as an exemplar for other sporting clubs both on and off the green further strengthening our position as a “go to” club.	<ul style="list-style-type: none"> • Establish and communicate our Code of Conduct expected of members and guests at all times. • Build and maintain a club culture that strives for success at all levels, at all times. • Communicate and celebrate the successes of our members, teams, staff and club. • Develop and articulate a clear vision for the Club Members that is shared by the community and industry stakeholders. • Proactively identify and respond to emerging issues.
Good Governance	We sustain and enhance the Club’s assets, competencies and management processes and comply with statutory and regulatory requirements.	<ul style="list-style-type: none"> • Comply with all relevant legislative requirements. • Build strong, collaborative relationships with the Town of Bassendean. • Renew and maintain the club’s lease in partnerships with the Town of Bassendean. • Partner with the Town of Bassendean to adopt a mutually agreed Strategic Asset Management Plan for the Bassendean Bowling Club site. • Liaise with and benefit from the strategies, staff, tools and resources. available from BowlsWA and ClubsWA as the peak body for clubs in WA. • Manage costs and business risks through a diligent risk and benefit-based approach to club affairs. • Communicate effectively with members and the wider community. • Prepare and adopt a Marketing Plan to continue to attract new members. • Prepare for and achieve “Good Sports” accreditation. • Access available grants and external funding for the benefit of the club and local community. • Continue to manage the club diligently with accountability. • Seek independent scrutiny of our business accounts and financial management practices.

Key Area for Success	Strategic Objective/s	Strategies to be Implemented
Enjoyment	Promote our club within the local community as a destination that is welcoming, accessible, fun and enjoyable.	<ul style="list-style-type: none"> • Build and maintain a culture that nurtures fun and enjoyment as a cornerstone of the Bassendean Bowling Club experience. • Celebrate our collective success. • Establish a strong year-round calendar of participative social events. • Welcome and involve new members of the club and the wider community.
Amenity	We offer a high level of amenity for our members, guests and affiliates.	<ul style="list-style-type: none"> • Partner with the Town of Bassendean to provide greens and a club house facility that is of the highest standard possible. • Provide facilities and services that promote Bassendean Bowling Club as a venue that attracts a diverse range of sporting, social, business, community and other events. • Manage our building and surrounds to ensure it is safe for our members, guests and visitors. • Comply with all relevant legislative requirements. • Seek grant funding in partnership with the Town of Bassendean and other potential funding bodies to maintain and improve the facilities on offer. • Establish financial reserves to ensure we are able to fulfil our funding obligations to provide the best possible facilities and amenity. • Continue to recruit and retain the best possible staff to offer services and facilities that are the envy of other clubs. • Attract and conduct state and other elite bowling events to provide an outstanding level of service.

Key Area for Success	Strategic Objective/s	Strategies to be Implemented
<p>People</p>	<p>Our staff, members, volunteers and guests are competent, respectful and suitably equipped to fulfil their roles and responsibilities.</p>	<ul style="list-style-type: none"> • Continually update and improve our approach to identifying, recruiting and retaining staff. • Apply diligent recruitment and assessment processes for staff and members to maintain high standards of behaviour. • Recognise, benefit from and acknowledge the invaluable contribution made by our volunteers. • Actively recruit to strengthen women’s bowls at Bassendean Bowling Club. • Engage the wider community to grow participation through active involvement in community and social bowls competition, hire of available facilities and social events. • Encourage staff, Executive Committee members, volunteers and players to undergo appropriate and beneficial training programs. • Conduct a club marketing and promotion campaign. • Attract, develop and retain high quality coaches, officials and volunteers. • Consider opportunities to adopt a Junior Development Plan and appoint a Junior Development Program Coordinator.