



DONVALE BOWLS CLUB INC.

# Strategic Plan

Reviewed – January 2021

Accepted by INC Management Committee ?????



# DONVALE BOWLS CLUB INC

## OUR VISION

TO BE A “GROWING, VIBRANT & SUCCESSFUL CLUB”

## OUR CORE VALUES & BASIC PRINCIPLES GUIDING OUR ACTIONS

- FOCUS IS ON GROWTH, BEING VIBRANT AND SUCCESSFUL
- FRIENDLY AND INCLUSIVE - WITH A BALANCE OF BOWLS (PENNANT, TOURNAMENTS AND SOCIAL) AND OTHER SOCIAL EVENTS WHILST PROVIDING A WELCOMING MEMBER AND VISITOR EXPERIENCE
- FINANCIALLY SOUND WITH GOOD GOVERNANCE – WHILST PROVIDING AND MAINTAINING HIGH CLASS FACILITIES AND LONG TERM SUSTAINABILITY
- CONTINUOUS IMPROVEMENT IN ALL THAT WE DO – PROVIDE AN ENVIRONMENT THAT ENCOURAGES NEW AND DIFFERENT INITIATIVES TO BE IMPLEMENTED AND THE MEANS TO DEVELOP OUR BOWLERS, COMMITTEE MEMBERS AND OFFICIALS TO THEIR POTENTIAL.
- MAINTAIN EXCELLENT RELATIONSHIPS - WITH DONCASTER HOCKEY CLUB, MANNINGHAM COUNCIL, OUR SPONSORS AND WIDER LOCAL COMMUNITY

# SHORT TERM PRIORITIES

<b><u>OBJECTIVE:</u></b> What?	<b><u>STRATEGY:</u></b> How?	<b><u>RESPONSIBILITY:</u></b> Who?	<b><u>TIMELINE:</u></b> When?	<b><u>RESOURCES NEEDED</u></b>
<b>COMPLETE KITCHEN RENOVATIONS, SERVERY AND COVERED AREA</b>	Plans approved with Hockey club and Council. Plan for building works commencing in April 2021. Fit out the new areas to provide a welcoming, efficient and high class facility.	INC Committee	By mid 2021	Maximum contribution of \$84,000 (includes lighting, heaters and blinds). Plus \$10,000 for outside tables, chairs and upgraded audio/PA. Offset by grant of \$2.5k from Bendigo Bank.
<b>IMPROVE AND DEVELOP OUR COMMUNITY PROFILE/RELATIONS AND PROMOTIONAL ACTIVITIES/MEDIA COVERAGE TO HELP INCREASE BOWLS PARTICIPATION</b>	Identify and document the required skills and what the appropriate role or sub-committee to drive this should be. Then recruit appropriate person(s) and implement.	INC Committee	Start of 2021/22 pennant season	Minimal
<b>PURSUE CONVERSION OF EXISTING GRASS GREEN TO ARTIFICIAL SURFACE AND COVERING WITH ROOF, WITH THE OBJECTIVE TO IMPROVE PARTICIPATION AND MEMBERSHIP LEVELS AND LOWER ONGOING COSTS</b>	Researched appropriate contractors and costings and prepared feasibility plan. Submitted submission to Council for capital funding with no success so far. Sub-Committee to research and build more a more detailed case showing likely favourable outcomes. Then implement plan to solicit/lobby appropriate organisations/officials to seek grants.	INC Committee and project team	2020-27	\$1.1m to \$1.9m less contribution from grants or from council. Assumed that club will only contribute about 10%.
<b>PROVIDE ADEQUATE AND MODERN CLUB BOWLS &amp; EQUIPMENT FOR TRAINING, COACHING, COMMUNITY BOWLS PROGRAMS AND NEW MEMBERS</b>	Continually seek out grants for equipment and regularly update club bowls and equipment.	INC Committee	Every 2 years	\$2,000 every 2 years offset by a grant of say \$1,000

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<b>APPOINT SPONSORSHIP SUB-COMMITTEE TO ATTRACT ADDITIONAL FUNDING</b>	Approach existing members who have necessary skills and capacity to help and implement.	INC Committee	2021	Minimal
<b>DEVELOP NEW INCOME STREAMS AND EVENTS AND ENSURE THOSE EVENTS APPEAL TO OUR EXISTING AND IMPORTANTLY NEW MEMBERS</b>	<p>Develop new fund raising activities.</p> <p>Provide opportunities for members and visitors to try different bowl formats for both competition and social bowls (e.g. Jack Attack, 3 Bowl pairs, Medley's, Scroungers). Consider trialling such initiatives as: additional external promotion of events, play music at certain events, drinks during games, barefoot events, that fully utilise and take advantage of new outdoor area.</p> <p>Ensure we acquire and provide adequate resources to cope with additional demand.</p>	INC Committee	Ongoing	???
<b>ADDITIONAL SHADE COVER FOR SYNTHETIC GREEN</b>	Quotes obtained and grant applied for and approved. Prepare project plan in conjunction with Council and VIC Health.	Finance Director	Early 2021	\$20,000 less grant of \$15,000
<b>IMPROVE ACCOUNTING SOFTWARE TO BETTER MANAGE FINANCIALS, CLUB DATA, REPORTING AND FUTURE GST OBLIGATIONS</b>	Determine adequacy of current spreadsheet accounting system and implement new professional accounting software on monthly subscription.	Treasurer	Prior to end of 2021	\$11 to \$40pm ongoing plus training

# ONGOING OBJECTIVES BY PORTFOLIO

## PORTFOLIO AREAS

- FINANCIAL
- MEMBERSHIP
- PROMOTION
- GREENS
- PAVILION OPERATIONS COMMITTEE
- SPONSORSHIP
- MEMBER COMMUNICATIONS
- COMMUNITY RELATIONS
- PENNANT BOWLS & CHAMPIONSHIP SECTION & PERFORMANCE
- NON PENNANT BOWLS & SOCIAL EVENTS SECTION

*•Note: It is recognised that we may not have an individual role responsible for every portfolio area every year. The focus portfolio's will be determined not only by strategy priorities but also the availability of members with the necessary skills to drive that portfolio.*

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<p><b><u>FINANCIAL</u></b></p> <p>Implement prudent financial management for long term sustainability.</p> <p>Members funds are spent carefully and a no risks approach to be taken.</p> <p>Each Section to be aware of financial expectations from the budget for the ensuring year.</p> <p>Maximise funding and revenue from Non member sources.</p> <p>Ensure club has security of tenure in pavilion and for greens.</p>	<p>Prepare a financial estimate/plan that includes annual surplus, capital expenditure (necessary &amp; strategic) and accumulated net reserves, estimated over the next 5 years. Reviewed, updated and approved at least bi-annually.</p> <p>Treasurer to maintain accurate records of income &amp; expenditure and present monthly updates to INC meetings so all INC Committee members are fully aware of financial situation. Treasurer and INC Committee to sign off on all income &amp; expenditure in monthly reports</p> <p>Financials to be audited yearly and presented to members at the AGM after sign off by INC.</p> <p>Schedule of Authority implemented and all expenditures approved in appropriate manner.</p> <p>Treasurer to provide monthly updates to all Sections showing actuals versus budget. Sections will monitor and take actions if budgets/estimates not likely to be met and report to INC during the year on the status and remedial action plans.</p> <p>Reduce financial burden on members by maximising revenue from grants, sponsorship and events attracting outside attendees.</p> <p>Ensure the Green lease is current and Pavilion lease has DBC interests listed in annexure and is contracted for at least next 6 years.</p>	<p>INC Committee</p> <p>INC Committee</p> <p>Official Auditor</p> <p>INC &amp; all Sections</p> <p>INC &amp; all Sections</p> <p>INC Committee</p>	<p>Bi-Annual update and review</p> <p>Monthly INC Meeting</p> <p>April when books closed off</p> <p>On going</p> <p>On going</p> <p>On going</p> <p>On Going</p>	



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<p><b><u>MEMBERSHIP</u></b></p> <p>To continually seek new members to reach a target of 250 and then as a minimum maintain at that level.</p> <p>Minimise the yearly churn of members who leave the club.</p> <p>Decrease average age of membership.</p>	<p>Attract new members to try bowling via:            U3A            PROBUS            TRY BOWLS/NEW MEMBERS OPEN DAYS            TWILIGHT BOWLS            OTHER TOURNAMENTS AND EVENTS            OTHER PROMOTIONS            Success in Pennant and running monthly tournaments to help promote club and attract players from other clubs</p> <p>Conduct new member meetings.            Appoint existing members as mentors to every new member.            Regularly survey departing members.</p> <p>Implement new bowls formats and events and/or revitalise existing events to increase attendance of younger players. Possible examples could include: Additional promotional activity, music, drinks during games, barefoot, outsourced catering etc.            Ensure adequate resources available to increase capacity.</p>	<p>Membership Director, INC            Committee &amp; Sections</p> <p>Pennant &amp; Championship            Committee</p> <p>Membership Director &amp; INC            Committee</p> <p>INC Committee &amp; Sections</p>	<p>On going</p> <p>On going</p> <p>On going</p> <p>Start of 2021 season</p>	<p>Flyers</p> <p>Budget for Coaches and skills development</p> <p>Music, Catering, Outside tables and heating, lights over grass green</p>

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<p><b><u>PROMOTION</u></b></p> <p>To promote the club and build our profile in the community (including to our sponsors) to help attract new members.</p>	<p>Prepare and push for regular stories, photos and promotions of events (past and future) in Newspapers (especially local papers) and on-line in social media.</p> <p>Obtain support and seek promotional activity from:  Bowls Australia  Bowls Victoria  Yarra Region  Manningham Council</p> <p>Additional and improved street signage</p> <p>Consider selectively seeking out events and tournaments to be held at our club.</p> <p>Prepare role description and ask all committee members to nominate potential candidates.</p>	<p>Promotions Director &amp; INC Committee</p>	<p>On going</p>	

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<p><b><u>GREENS</u></b> Ensure both greens are suitable for top standard bowls.</p>	<p>Grass green was last refurbished in 2012. Build up reserves in bank to enable full replacement (grass or synthetic) within 15 years and assuming council contribute 50%.</p> <p>Artificial green was replaced in 2016. Build up reserve in bank to enable full replacement in 11 years and assuming council contribute 50%.</p> <p>Ensure work crews maintaining both greens are adequately trained and supervised and utilise most efficient and best practise techniques.</p>	<p>INC Committee</p> <p>INC Committee</p> <p>Greens Director with Greenkeeper and Grassports handling maintenance as required</p>	<p>On going</p> <p>On going</p> <p>On going</p>	<p>Grass =\$3k pa</p> <p>\$11.4k pa</p>
<p>Install lights over grass green.</p>	<p>Regularly review the need and commence build of reserve in bank and/or seek grants/sponsorships to cover cost (Only required if plan to install dome roof not successful)</p>	<p>INC Committee</p>	<p>2021/22</p>	<p>\$100,000</p>
<p>Decide if we need to pursue installation of a third green.</p>	<p>Determine success of plan to install dome over a replacement synthetic green in front of clubhouse. Pursue third green if participation rates increase to level that requires an extra green.</p>	<p>INC Committee and Sub-committee or Project Team</p>	<p>2027 to 2030</p>	<p>~\$1.5m</p>
<p>Install toilets closer to far synthetic green.</p>	<p>Research costings then prepare feasibility, funding and project plans. If INC Committee deem project feasible then implement plan to solicit/lobby appropriate officials to seek grants.</p>	<p>INC Committee and Sub-committee or Project Team</p>	<p>2022 to 2023</p>	<p>\$300,000</p>

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<p><b><u>PAVILION OPERATIONS COMMITTEE</u></b></p> <p>Maximise revenue from bar and ensure our club obtains fair distribution of surplus each year.</p> <p>Evaluate capacity constraints due to size of clubhouse to determine when we should pursue extending.</p>	<p>POC to consist of 3 from each of the Management Committees of Hockey &amp; Bowls. POC to run day to day Pavilion needs and refer back to INC on any issues.</p> <p>POC finances to be conducted by DHC with accounts forwarded to DBC yearly.</p> <p>Formula for sharing funding is set out in annexure. Reserve of \$10k from each club to be held in POC accounts with surplus above \$20K split as per formula.</p> <p>Bar is conducted jointly through POC with surplus allocated as per formula. Pricing and acquiring product for sale mutually agreed by POC.</p> <p>It is estimated that when bowls membership reaches and maintains at higher than 280 and/or we have more than 8 pennant teams midweek or weekend the existing clubhouse would not be large enough. A plan would need to be prepared to build and fund an extension.</p>	<p>DBC POC representatives (appointed each year)</p> <p>INC Committee</p> <p>INC Committee</p> <p>Bar Manager POC</p> <p>INC Committee</p>	<p>As required</p> <p>Monthly and yearly in December.</p> <p>Dividend distributed in March each year.</p> <p>DBC – Oct to Mar DHC – Apr to Sept</p> <p>As required</p>	

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<p><b><u>SPONSORSHIP</u></b></p> <p>Maximise sponsorship income.</p> <p>Ensure existing sponsors receive value for their money.</p> <p>Progressively seek out and introduce new sponsors to target an increase in sponsor revenue each year.</p>	<p>Maintain existing sponsors and ensure the agreed responsibilities and deliverables are achieved for both the club and the sponsors.</p> <p>Sponsorship Sub-Committee to be formed.</p> <p>Regular monitoring of sponsors signage and publicity in newsletters, website and at events and general club promotion to ensure we are providing value and growth to sponsors. Encourage members to engage with our sponsors.</p> <p>Review sponsorship packages offered to ensure they are current, suitable and consistent.</p> <p>Seek out and follow up leads from members to bring on board further sponsors that do not clash with existing sponsors. Seek out additional sponsorship and/or advertising by offering ads in club membership books, on-line, on coaching bowls, scorecards etc.</p>	<p>Sponsorship Director</p>	<p>On Going</p> <p>2021/22</p> <p>On Going</p> <p>On Going</p> <p>On Going</p>	

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<p><b><u>MEMBERS</u></b> <b><u>COMMUNICATIONS</u></b></p> <p>Ensure all members are kept informed about the activities of the club and to promote the opportunities for members to participate in club activities.</p>	<p>Maximise the use, vibrancy, appeal, and exposure of all our communication methods to inform existing members and attract new bowlers:</p> <ul style="list-style-type: none"> <li>Notice boards</li> <li>Website</li> <li>Newsletters</li> <li>News flashes</li> <li>Member meetings</li> <li>Handbook</li> </ul>	<p>Club secretary/ assistant club secretary. All committee members.</p>	<p>As often as required.</p>	<p>Maintain website</p>

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<p><b><u>COMMUNITY RELATIONS</u></b></p> <p>Develop and maintain good relationships with local Councillors and Council staff and wider local community.</p> <p>Provide our resources to local community groups</p>	<p>Continue direct contact and provide sessions with schools such as Onemda and Heatherwood School.</p> <p>Advertise availability of Club to community.</p> <p>Liaise with schools.</p> <p>Liaise with Councillors, Council staff and sponsors.</p> <p>Attend council run events seeking feedback from clubs.</p>	<p>INC Committee</p>	<p>Ongoing</p>	

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<p><b><u>PENNANT BOWLS, CHAMPIONSHIP &amp; PERFORMANCE SECTION</u></b></p> <p>Target to increase the PB&amp;CC Surplus every year.</p> <p>Maximise potential and performance in Pennant results</p> <p>Maximise the number of members, at all levels, participating in club championships</p> <p>Implement best practise coaching, training and umpiring activities and skills</p>	<ul style="list-style-type: none"> <li>• Encourage increased player participation in pennant</li> <li>• Promotion &amp; Communications</li> <li>• Monitor actuals versus plans monthly and submit annual Report to INC on plans &amp; goals.</li> <li>• Organise and run annual Presentation Night</li> <li>• Promote and run monthly triples tournament</li> </ul> <p><b>SELECTION COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• Ensure selection is based on agreed criteria (ability, performance, attitude etc.)</li> <li>• PB&amp;C to approve overall selection criteria and planning for each competition.</li> <li>• Select, control and manage all pennant teams.</li> <li>• Recommend to the P&amp;CC the number of sides to be entered in pennant competitions each year.</li> </ul> <p><b>CHAMPIONSHIP MATCH COMMITTEE</b></p> <ul style="list-style-type: none"> <li>• Encourage player participation in club , Regional and State championship events.</li> <li>• Arrange the drawing and playing of all club events.</li> </ul> <ul style="list-style-type: none"> <li>• Improve continuous feedback loop between players, skips, selectors and coaches.</li> <li>• Improve skill Level of Pennant players</li> <li>• Improve performance</li> <li>• Implement a Develop Squad of players with longer term potential to step up into higher sides.</li> </ul>	<p>PB&amp;CC</p> <p>PB&amp;CC</p> <p>Selection Committee</p> <p>Committee Chair.</p> <p>PB&amp;CC</p>	<p>On Going</p> <p>On going</p> <p>On going</p> <p>Annually</p> <p>On going</p>	



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<p><b><u>NON PENNANT BOWLS &amp; SOCIAL EVENTS</u></b></p> <p>Arrange all non-pennant bowls and social events fostering a strong club spirit and culture.</p> <p>Target to increase NPB&amp;SC surplus every year.</p>	<p>Autumn Bowls (March – Apr): Develop suitable events such as Sunday Bowls            Winter Bowls (May- Aug): Saturday, Tuesday &amp; Wednesday events</p> <p>Other social tournaments and events that are attractive to new bowlers as well as our existing member base.</p> <p>Social events – yearly schedule to be prepared.            Seek and develop suitable Corporate events.</p>	<p>NPB&amp;S Committee</p>	<p>Ongoing</p>	