



MOUNT WAVERLEY BOWLING CLUB



STRATEGIC PLAN 2019 – 2023

March 2019

BACKGROUND

This Strategic Plan updates its predecessor, written in 2014.

Since that time, the Club has experienced significant changes to the demographics of its catchment area, a decline in its membership typical of many other bowling and sporting clubs, an ageing member profile and an increasingly precarious financial position.

There is also a growing expectation by Councils that recreational facilities within their areas of responsibility are fully utilised as population densities increase.

The extent of these changes and their repercussions has caused a radical rethink of the future role of the Club to ensure that it remains relevant to its stakeholders, is financially viable and has an exciting future.

This Plan is a dynamic document and will be reviewed annually to take account of changing circumstances.

Club members will be advised annually of progress against outcomes and targets set out in the Plan.

A key assumption underlying the Plan is that the Club's current lease over the land will be renewed when it expires in October 2021.

The Plan is structured as follows:

- Preparation of the Strategic Plan
- Environmental Analysis
- Stakeholder Analysis
- Future Vision
- Measures of Success and Performance Targets
- Key Actions

PREPARATION OF THE STRATEGIC PLAN

The preparation of the Strategic plan has involved the following process:

- An analysis of the strengths and weaknesses of the Club
- Consideration of possible future opportunities and threats
- Consideration of the views and expectations of our existing and possible future stakeholders.

From that review we have developed:

- A future vision for the Club
- A group of actions which we believe will assist us in achieving that vision
- Ways of measuring success in achieving that vision.

ENVIRONMENTAL ANALYSIS

An internal analysis of the Club's strengths and weaknesses and external analysis of opportunities and threats were undertaken and identified the following:

Strengths

- Convenient location
- Ownership of our own building
- Picturesque setting with lovely gardens
- Very good bowling facilities
- Attractive venue for social functions
- A welcoming and social club
- Well-established tournaments which attract participation by members of other clubs
- Solid support from the City of Monash.

Weaknesses

- Declining and ageing membership
- Difficulty in getting volunteers for committees/working groups
- Difficulties in attracting/retaining new and younger members
- Difficulty in getting our first sides into Division 1, which can attract new members/better performers
- Ageing club house and furnishings
- Ownership of our own building
- Increasingly precarious financial position
- Increasing resistance from existing sponsors and difficulty in attracting new ones
- Lack of effective contact with Government other than the City of Monash.

Opportunities

- Potential to leverage membership of people about to retire or recently retired
- Potential to leverage membership off existing local clubs e.g. Probus, Waverley Life Activities Club
- Potential to encourage local non-bowlers to become members
- Potential to create modified opportunities for time poor bowlers and families
- Potential to maximise the use of existing facilities
- Potential to encourage the growing Asian population to take on bowling
- Potential to encourage Juniors to take on bowling
- Potential to share resources with other local bowling, sporting and community clubs
- Potential to grow income from corporate functions
- Potential to encourage more social bowlers through social bowls e.g. Barefoot Twilight Bowls
- Potential to access funding for projects through the Australian Sports Foundation
- Potential to access grant money from all levels of government.

Threats

- Ageing members moving out of active bowling
- Ageing members moving into retirement villages
- Risk in raising fees that members will leave
- Changing demographics with bowls not a 'natural' sport for Asians to play
- Gen Xs and Ys not solely 'club motivated' – want to participate in several sports or pay-for-use
- Replacement of capital assets is increasingly dependent on Council and other Government grants.

STAKEHOLDER ANALYSIS

The Club has a diversity of stakeholders.

The principal stakeholders and their expectations are set out in the table below:

Stakeholder	Expectations
Playing Members	Strong leadership and organisation, effective communication, responsiveness to issues, value-for-money fees, help with skills development, pennant success, attractive facilities, stimulating social interaction
Social Members	Strong leadership and organisation, effective communication, responsiveness to issues, value-for-money fees, attractive facilities, welcoming, active social program
Visiting Players	Attractive facilities, welcoming, friendly and inclusive Club
Corporate Visitors	Attractive facilities, fun, welcoming, friendly and helpful Club, competitive function costs
Private Visitors	Attractive, functional, convenient, welcoming and friendly Club
City of Monash	High community utilisation of Club's facilities
Sponsors	Active publicity and promotion

FUTURE VISION

The Future Vision for Mount Waverley Bowls Club is **a sustainable, bowls-focused, sporting and recreational club servicing its members and the wider community.**

This vision represents a significant departure from the Club's current role which is more inwardly focused on servicing the needs of its playing and social members and visiting bowlers.

MEASURES of SUCCESS AND PERFORMANCE TARGETS

The following areas have been identified for measuring the Club's performance over the five year period of the Strategic Plan in achieving its future vision:

- Governance
- Membership
- Bowls
- Greens
- Facilities – condition and utilization
- Reputation/image
- Community involvement
- Finance

Specific performance targets for each success area are detailed in the Appendix.

KEY ACTIONS

Seven key projects have been initially identified as having the greatest potential to achieve the Club's future vision and performance targets:

1. Establish the Club as a 'Community Hub'
2. Rapidly grow the social membership of the Club
3. Establish a strong Barefoot Twilight Bowls competition
4. Create an electronic marketing database
5. Explore opportunities to share resources with local bowls clubs and other sporting and recreational groups
6. Explore opportunities to fund high priority projects through a range of funding sources
7. Develop a new Website and Facebook page.

These seven projects were informed by studying approaches taken by successful bowling clubs to arrest declines in their membership and to grow membership into the future. Torquay Bowls Club provided a particular source of inspiration.

Taken together, the seven projects have the overall objective of increasing the number of people who become members of the Club and, thus, increasing the number of people regularly utilizing the Club's facilities and actively participating in Club programs (both on and off the greens) and supporting Club events.

In selecting these projects, the following specific outcomes are sought:

- Rapid growth in the social membership of the Club will increase the pool of people using the Club's facilities and will create a pool of potential new bowlers
- Establishment of a large and active Barefoot Twilight Bowls competition will allow the Club to access those potential, or currently inactive, bowlers who, for whatever reason, do not wish to (or cannot) play Pennant bowls. It also creates a pool of people who will be users of the Club facilities and some of them may wish to pursue a pathway to Pennant bowls
- Creation of an electronic database to provide an effective means of regular communications with a wide range of people and organizations who have been visitors to the Club or who are members of the Club. Such communications would be marketing and promotional in nature
- To establish the Club and its facilities as a Community Hub in our area of the City of Monash. At present, there is no logical venue/facility/Club where members of the local community, particularly families, can gather for social time in a safe and friendly environment
- Sharing of resources with other local bowls and recreational clubs to lower costs and to expand playing and social opportunities for members in the participating clubs
- External funding to supplement the Club's own finances to expedite high priority projects, thereby increasing the attractiveness of the Club's facilities to members and visitors
- Development of a new Website and Facebook page to facilitate the ready availability of information about the Club thus allowing potential new members, and potential users of the Club's facilities, to be fully informed about the Club's offerings in all of its activities.

Working Groups/Projects Teams have been set up to support and advance each of the above projects. The Committee of Management will exercise an oversight and co-ordination role in support of the projects.

Over time, as progress is made and resources are freed up, new projects will be identified and implemented to pursue the Club's future vision and outcomes sought.