



MOUNT WAVERLEY BOWLING CLUB



STRATEGIC PLAN 2020 – 2024

March 2020

BACKGROUND

This Strategic Plan updates its predecessor, written in 2019, to take account of changing circumstances.

In the year since the 2019 Plan was written, the Club has made considerable progress in implementing Key Actions identified in that Plan. High on the list of achievements are:

- Commencement of a dialogue with the City of Monash regarding renewal of the Club's current lease over the land, which expires in October 2021
- Significantly greater use of the Club's facilities by other Clubs, non-profit groups and local businesses for recreational and social purposes
- Creation and maintenance of a new website
- Establishment of a Barefoot and Twilight bowls competition
- Delivery of a Cash Operating Profit
- Preparation of a 5-Year Capital Plan
- Progressive implementation of the Club's new identity.

This Plan builds on the above achievements, identifies priority projects for the year ahead and sets out challenging targets for the 5-year planning period.

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

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

The Plan is structured as follows:

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

PREPARATION OF THE PLAN

The preparation of this Strategic Plan has involved a review of the Strategic Plan 2019 to 2023 to account for:

- Any material changes in the external environment and stakeholder expectations and the implications of these changes for Club's Vision, Key Actions and Key Performance Indicators and Targets
- Progress made over the past year in implementing Key Actions
- The on-going relevance of identified Key Performance Indicators and the achievability of identified Targets.

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

- Well managed Club
- 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
- Good relationships and support from State and Federal Members of Parliament.

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 which requires on-going maintenance
- Stable financial position, but susceptible to potentially large and necessary capital improvements
- Trend for sponsors and advertisers to look for a better return on their investment .

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, U3A
- Potential to have more Clubs/Groups use our facilities on a regular basis
- 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 and 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, high standard greens, 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	High standard greens, 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 of their products and services

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.**

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 Indicators and Targets for each success area are detailed in the Appendix.

KEY ACTIONS

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

1. Continue to grow the Club as a 'Community Hub'
2. Continue to grow the non-playing membership of the Club
3. Continue to establish a strong Barefoot and Twilight bowls competition
4. Develop a Marketing Plan and associated 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. Maintain and update the Club's website.

Taken together, these seven projects have the overall objective of increasing the number of people who become members of the Club, 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:

1. 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
2. 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
3. Establishment of a large and active Barefoot and 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
4. Creation of a Marketing Plan and associated electronic marketing database will guide the above initiatives crucial to the Club's success and 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
5. 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
6. 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.

7. Maintenance of the new Website and Facebook pages 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 will be 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 desired outcomes.