



VALENTINE BOWLING CLUB
STRATEGIC PLAN
2019 – 2024



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Valentine Bowling Club was founded in 1963, beginning with a single green and clubhouse on the southern side of the current green. The Club quickly became an established part of the community, and expanded to add a second green in 1965, bar facilities, and a commercial kitchen and restaurant. Over the years this expansion has continued, providing access to entertainment and other activities as well as a functions room for special events.

Valentine Bowling Club celebrated its 50th anniversary in 2013, and remains an important part of the local community. The Club sponsors several local groups and sporting teams, and achieves impressive results on the bowling green.

The Club has undergone extensive renovations, the latest completed in 2016. This renovation included a major expansion and refit of the kitchen for Jessie's on the Water as well as a new bar and alfresco dining area.

We focus on providing a range of services to our members and the local community including:

- Bowling
- Bistro / Coffee Shop
- Bar
- Community Events
- Functions
- Local sponsorship
- Coffee/cake
- Meeting place
- Gaming
- BBQ
- Sky Channel / Fox Sports



EXECUTIVE SUMMARY

The Club's Strategic Plan has been developed in the interests and needs of the members of the Valentine Bowling Club. It recognises that whilst there are, and always will be, individual needs within the Club there is the requirement to share common goals. It is these common goals that are documented.

The Plan has been developed after an environmental scan of factors that could impact the sustainability of the Club including a SWOT Analysis (contained in the following pages) and various other factors such as member demographics, competitors, the economy, social media and trends in NSW Clubs.

Most of the objectives in the Plan are achievable although some may take longer to achieve. The long term objectives have been included as members have raised them.

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SWOT ANALYSIS:

An overview of both internal and external factors that directly or indirectly affect the Club.

STRENGTHS

Location
Community club
Courtesy Bus
Strong financial reports
Voluntary workers
Club ambience
In house Bistro/ prices
Staff
Internal layout
Increasing membership
Bowling facilities
Social media
Professional attitude
Function Room
Board Members – Board Diversity
Sub Clubs
Only club in area
Leasing of the land
Family Friendly

OPPORTUNITIES

Increasing members
Lack of young bowlers'
Social media
Two clubs in area closing
Enhancing gaming area
Sponsorships
Improving promotions
Corporate functions
Travel Expos e.g. cruises
Boating community
Lake Macquarie tourism
Real estate
Amalgamation

WEAKNESS

Location
Lack of children's facilities
Limited parking
Limited revenue
Staff attitude
Communication
Games areas
Patron reward system
Function room size
Leasing of the land
Lack of young bowlers
Space for increase bowling demand

THREATS

No public transport service
Limited parking
Belmont Golf Club
On-line gambling
Economy
Interest rates increase
CPI increase
RBT/RSA
Netflix
Function centres
Flooding
Amalgamation



OUR VISION: Connecting with the community to service their needs.

OUR MISSION: To provide a family friendly facility to meet the needs of our members and the community. Assist our community with financial / in-kind support and by hosting community events. Provide services and support by ensuring that what we do is sustainable, flexible and responsive to ever changing needs.

OUR VALUES:

Teamwork: We are one team and work with a commitment to each other and all our stakeholders.

Leadership: We lead by example having the courage to make decisions in both opportune and adverse circumstances.

Commitment to Service: We strive to provide excellent service and to uphold a standard that satisfies and pleases our members in a courteous and respectful manner.

Family: We welcome families and promote family values providing a safe friendly social environment where all are welcome and treated equally and respectfully.

Sustainability: We implement financial, membership, management and community strategies to ensure our ongoing viability.

Communication: We develop and maintain effective communication across all mediums with our members, local community, business partners, staff and other stakeholders.

KEY RESULT AREAS (KRA'S):

Our Strategic Plan has been developed on the following Key Result Areas (KRA's).

- 1 **Membership**
- 2 **Community**
- 3 **Updating Club Facilities**
- 4 **Communications and Marketing**
- 5 **Staffing**
- 6 **Governance**
- 7 **Financial Management**
- 8 **Bowls**



KEY RESULT AREAS

KEY RESULT AREA	STRATEGIC OBJECTIVE	STRATEGIES	TIME SCALE
KRA:1 MEMBERSHIP	A. Identify members and non members needs and expectations	Conduct surveys and focus groups with members and non members, including short customer surveys.	Minimum twice yearly.
	B. Encourage families	Ensure appropriate services, facilities and marketing to attract families.	Short customer satisfaction surveys-quarterly surveys 2019
	C. Identify other community groups to use our facilities and become members	With the assistance of members constantly scan the local environment to identify groups who could use our facilities	Ongoing
	D. Increase membership in 18-30 age groups	Develop strategies and a plan to attract younger members through local sporting clubs and community etc.	2019 ongoing
KRA: 2 COMMUNITY	A. To be the community social destination of choice for Valentine and surrounding suburb residents	Continually promote VBC as the chosen facility for community events.	Ongoing
	B. Our facilities provide benefit and enjoyment for our local community and visitors to our area	Ensure in the development and redevelopment of facilities that we cater for a wide range of activities.	As required

	<p>C. Function Room and other facilities meet community needs for a wide variety of events</p> <p>D. To be recognised as a safe and enjoyable family friendly venue where families feel welcome</p>	<p>Identify the diverse range of activities the function room may be used for and ensure facilities, equipment and staffing meets the requirements of those activities.</p> <p>i. Welcome families to VBC, by recognising the needs of children of various age groups, including the provision of children’s facilities.</p> <p>ii. Reward families through events at Easter and Christmas and other appropriate times.</p>	<p>2019.</p> <p>2019 ongoing</p> <p>Ongoing</p>
<p>KRA:3 CLUB FACILITIES</p>	<p>A. Club buildings and facilities meet the changing needs and comfort of the community</p> <p>B. Bowling facilities meet the changing needs of bowlers and visitors</p> <p>C. VBC will constantly investigate ways to improve and expand its facilities to meet the needs of all stakeholders</p>	<p>i. Install solar panels</p> <p>ii. Update and refurbish games activities spaces</p> <p>iii. Install cover over main side entrance to the Club</p> <p>iv. Extend function room deck cover</p> <p>i. Replace bowling green sun shades</p> <p>ii. Cover synthetic bowling green with an all weather cover</p> <p>iii. Replace grass green with synthetic green</p> <p>Commence discussions with Lake Macquarie City Council and Croudace Bay Sailing Club regarding:</p> <ul style="list-style-type: none"> • Increased parking area • Children’s play area • Accommodation options • Land purchase 	<p>Investigate 2019</p> <p>2019</p> <p>2019</p> <p>Investigate 2021</p> <p>2019</p> <p>Investigate 2023</p> <p>Investigate 2022</p> <p>2020</p>

<p>KRA:4 COMMUNICATIONS AND MARKETING</p>	<p>A. Constantly improve two way communication processes at all levels:-</p> <ul style="list-style-type: none"> • Board and members • Board/CEO and staff • Club and non members • Club and volunteer organisations • Club and community (private, corporate and government) <p>B. Promote the Club's features and uniqueness to all</p> <p>C. Use social media to advantage in promoting the Club</p>	<p>i. Develop a Communications Policy and review annually</p> <p>ii. Ensure Club's website is user friendly and meets patrons expectations</p> <p>iii. Develop a range of community newsletters</p> <p>iv. Continue to develop the monthly newsletter</p> <p>v. Conduct an annual focus group to determine the effectiveness of communication.</p> <p>vi. Include financial, other KPI's and Board decisions in monthly newsletter.</p> <p>i. Develop a quarterly magazine for circulation to the wider community and through the Club's website.</p> <p>ii. Develop brochures for distribution at Lake Macquarie Tourism boating and accommodation venues.</p> <p>Develop a social media advertising program to include Facebook, Twitter, Instagram and possibly Trip Advisor</p>	<p>2019</p> <p>2019</p> <p>2019</p> <p>Ongoing</p> <p>Twice yearly</p> <p>Ongoing from 2019</p> <p>2019 and ongoing</p> <p>2019 and ongoing</p> <p>2019 and ongoing</p>
<p>KRA:5 STAFFING</p>	<p>A. Our staff are our most important asset and we will foster the continued development and personal growth of staff</p>	<p>i. Staff have access to training that will assist in their development in the present and for the future.</p> <p>ii. Training gaps identified by the Board and/or Management are actioned.</p> <p>iii. Training as required to become multi skilled in all aspects of the Club work environment.</p>	<p>Staff Development Plan 2019 onward</p>

	B. Staff promote the Club through excellence of service in both words, actions and through appearance and professionalism	<ul style="list-style-type: none"> iv. Opportunities to act in a higher role during the absence of the position holder with the training to successfully carry out the role. i. Staff are aware of desired service levels and are prepared to exceed them. ii. Award for staff member of the month for good service. 	<p>Staff meetings</p> <p>2019</p>
KRA:6 GOVERNANCE	A. Deliver Board diversity and a Board Succession Plan	<ul style="list-style-type: none"> i. Complete Clubs NSW Board Matrix to determine skill mix, Director tenure and training requirements. ii. Consider concept of “Shadow Directors”, where members who are considering standing for the Board can attend some Board Meetings as observers. 	<p>2019 January</p> <p>2019</p>
	B. Financial and enterprise wide risk management, work health and safety and legislative compliance are monitored and managed by the Board and Management and risks to the Club or members are mitigated	i. Review Strategic Risks and legislative changes on a regular basis ensuring compliance with changes that have occurred.	Ongoing
		ii. Ensure all WHS processes, procedures and requirements are monitored and measured monthly.	Ongoing
		iii. Financial reporting responsibilities are met iv. Departures from the above are reported to the Board together with actions to correct and follow up reports to confirm compliance.	Ongoing Ongoing
	v. Review Board agenda for improved governance	February 2019	
C. Review policies, procedures, constitution and by-laws	i. Policies and procedures reviewed annually.	Ongoing Bi-annually	

	<p>D. Board effectiveness is increased</p> <p>E. Promotion of Sub Committees and Social Clubs within the VBC structure</p>	<p>ii. Constitution and By-laws reviewed in the year preceding Board elections.</p> <p>i. Board training provided on relevant issues</p> <p>ii. Reports to Board include relevant level of detail required for good governance.</p> <p>i. Bowls Committee – training, support what do they need?</p> <p>ii. Golf Club</p> <p>iii. Fishing Club</p> <p>iv. Snooker Club</p> <p>v. Other clubs/ groups</p>	<p>As required</p> <p>Ongoing</p> <p>As required</p>
<p>KRA:7 FINANCIAL MANAGEMENT</p>	<p>A. Financial sustainability and viability</p> <p>B. Investigate alternative revenue streams, while maximizing those that exist</p> <p>C. Ensure relevant government grants are maximized.</p> <p>D. Increased sponsorship</p>	<p>i. Review the development of a Five-year Financial Model and Capital Budget</p> <p>ii. Develop business cases for all future major works</p> <p>iii. Maintain profitability in all future improvement scenarios</p> <p>i. Increase function revenue through active marketing as a venue of choice</p> <p>ii. Review revenue streams of competitors</p> <p>iii. Maximise opportunities e.g. young parents “coffee set”</p> <p>Monitor opportunities that may arise for funding of facilities/activities accessing government grants</p> <p>Review new sponsorship opportunities</p>	<p>30 April 2019</p> <p>As required</p> <p>Ongoing</p> <p>2019 ongoing</p> <p>Ongoing 2019</p> <p>Yearly</p> <p>Ongoing</p>
<p>KRA:8 BOWLS</p>	<p>A. Strive to deliver a proactive and innovative Bowls Program</p>	<p>i. Ensure more efficient use of our greens through scheduling of more evening</p>	<p>2019/20 ongoing</p>

	<p>B. To be competitive in all interclub, Club, district and representative bowls competitions</p> <p>C. Monitor and manage the need of all our bowls members to achieve commitment to our bowls program</p>	<p>programs and greater flexibility in North/South and East /West bowling</p> <ul style="list-style-type: none"> ii. Develop strategies to encourage new bowling members, in a more diverse age demographic, targeting social members. iii. Develop and communicate the availability of social bowls to social members of our Club through letter box drops, texts etc. Limited to five games as non bowling member. iv. Introduce a Buddy/Mentor system for new bowlers v. Introduction of New Members Introduction Kit with medical forms. <ul style="list-style-type: none"> i. Effectively promote and encourage opportunities to participate in district competitions, tournaments etc. ii. Regularly review selection strategies, coaching programs and gala competitions to foster skill development. iii. To ensure focus on playing, consider appointment of non playing Team Managers for Pennants. <ul style="list-style-type: none"> i. Ensure communication with bowls members is two way and transparent 	<p>2019/20 ongoing</p> <p>2019/20 ongoing</p>
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		ii. Ensure members are aware of opportunities through face to face interaction and social media.	
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