

## **POLICY 23 - STRATEGIC PLAN**

**Links:** Committee, Star Club

### **Introduction**

The Glenelg Bowling Club is a small friendly club with its growing number of members being competitive on the greens and enjoying a range of club social activities.

The club is keen to ensure that the increasing number of social, social bowling, Night Owl and Pennant playing members of the club enjoy their time at the club in a well-run and safe environment.

The club is also keen to continue to broaden its business income base in to order to provide funding sources for future operation and improvements.

This Strategic Plan has been prepared, in consultation with members, to set the strategic direction for the Club for the next 3 to 5 years and to identify the actions needed in order to achieve those clearly stated strategies.

### **Transparent and Efficient Management**

**Strategy 1:** Increase the transparency and efficiency of the Administrative Committee and the associated working parties in order to maximize the enjoyment of club members, the expansion of club membership and the short and long-term financial stability of the Club.

*Actions:*

- 1.1 Promote a mixture of existing and new nominations for Administrative Committee positions in April each year;
- 1.2 Amend the Constitution to implement the 40% male, 40% female and 20% open gender policy;
- 1.3 Ensure that Committee and working party structure means that the Committee focuses on the key direction and funding issues with the working parties being responsible for detailed implementation;
- 1.4 Implement an induction session for the Administrative Committee and volunteers each year;
- 1.5 Ensure that the Committee addresses the Starclub and Good Sports issues in the first quarter of each year; and
- 1.6 Establish a Constitution Review Group on a 3-4 yearly basis.

**Strategy 2:** Continue transparent and effective financial management of the Club to address short, medium and long-term requirements.

*Actions:*

- 2.1 Increase the extent of business income/cost financial reporting on key activities of the club;
- 2.2 Establish separate accounts for short term and long-term projects; and



- 2.3 Increase the income funding sources of the club in line with the changing economic and social environment.

### **Members' Playing Skills**

**Strategy 3:** Increase the bowling skills of club members so that they can reach their full potential and enjoy their games as well increase the competitiveness of the Club.

*Actions:*

- 3.1 Promote the importance of Thursday night practice and develop a schedule to promote the skill sets of various groups of people;
- 3.2 Engage an outside coach to hold a series of workshops and skill programs in order to assist the club's coach;
- 3.4 Assist members to undertake the Bowls SA Coaching Course; and
- 3.5 Assist members to undertake the Bowls SA Umpiring Course.

### **Members' Input to and Knowledge of Club Initiatives**

**Strategy 4:** Increase the degree to which members can have input into club initiatives and are aware of actions so that they are confident that they are members of a friendly and well-run club.

*Actions:*

- 4.1 Establish an Annual Calendar of Events, with regular updates, and place it in a prominent position;
- 4.2 Expand the number of members on the club's Facebook page;
- 4.3 Increase the items on the club's "Info" page and look at ways of using new communication technologies;
- 4.4 Replace the current street facing static sign with a digital sign to enable more events to be promoted; and
- 4.5 4.5 Establish a members' skills register where members skills can be utilized to assist the club in meeting its strategic objectives.

**Strategy 5:** Hold induction courses for the volunteers, undertaking tasks on behalf of the club and make them aware of their responsibilities under the Code of Conduct in order for members to enjoy their membership and increase membership as well as facilitate the club fulfilling its statutory duties.

*Actions:*

- 5.1 Hold induction courses for volunteers prior to them commencing these duties; and
- 5.2 Maintain a Register of Volunteers and induction briefing dates, including for Code of Conduct.

### **Competitive Greens**

**Strategy 6:** Ensure that the playing greens are of the highest standard for social, pennant and tournament bowls in order to maximise the enjoyment of members and attract new members.

*Actions:*

- 6.1 Laser level B Green;

- 6.2 Replace lights on A Green with LED lights for better lighting and greater energy efficiency;
- 6.3 Install pole sleeves for temporary lights on B Green; and
- 6.4 Replace the Greenskeeper's shed.

### **Bowling Opportunities**

**Strategy 7:** Provide members with a greater range of possibilities to play bowls at their club and use such events to attract new members and provide opportunities for Night Owl players to become Pennant players.

*Actions:*

- 7.1 Introduce an additional tournament to the year, in association with sponsors;
- 7.2 Ascertain whether other medium sized clubs are interested in a small "round robin" series of games rather than competing against each other for tournament players in a crowded season.
- 7.3 Start discussions with other clubs on Pennant trial games much earlier than in the past;
- 7.4 Increase the number of Night Owl participants playing Pennants with a view to establishing a 4<sup>th</sup> Saturday team; and
- 7.5 Increase the number of ladies playing on Thursdays and Saturdays through the publicity program.

### **Clubhouse Facilities**

**Strategy 8:** Ensure that the Clubhouse facilities add to the enjoyment of members and guests and are properly maintained and upgraded to meet statutory requirements and maintain the value to the Club.

*Actions:*

- 1.1 Install a large TV screen at the western end of the clubrooms and relocate the existing TV to the NE corner of the clubrooms;
- 1.2 Construct a shaded pergola on the western end of the clubrooms to create a better area for B Green usage; and
- 8.2 Square off the north-western corner of the Clubhouse to incorporate internal access to the lady's toilets, create a locker area and improve the kitchen.

### **Grounds Facilities**

**Strategy 9:** Ensure that the Club's grounds are attractive and safe for members and guests and are developed to cater for increased tournaments and membership.

*Actions:*

- 9 1 Repair the concrete path on the north western corner of the clubhouse;
- 9 2 Upgrade the north eastern corner of the grounds; and
- 9.3 Replace the water pie system on the northern side of A Green.

### **Capital Program**



**Strategy 10:** Set out a Capital Works Program to implement this strategy.

*Action:*

- 10.1 Replace the Greenkeeper's Shed;
- 10.2 Replace the static street sign with a digital sign;
- 10.3 Install a new large TV at the western end of the clubrooms;
- 10.4 Install new LED lights on A Green;
- 10.5 Construct a pergola over the deck at the western end of the clubrooms;
- 10.6 Enclose the NW end of the club building and raise the current verandah roof to the same height as the verandah