

**DERWENT CITY
BOWLS CLUB**

STRATEGIC PLAN

2007 - 2012

BACKGROUND

At the conclusion of the 2003-2004 bowls season the Derwent City Bowls Club decided that the time was right for a strategic planning phase to be undertaken. This phase was embarked on for the setting of future directions and objectives for all members to strive to achieve during the next 5 to 10 years.

Since that time many of the objectives set have been achieved. One of the main objectives was to investigate the setting up of a new management structure for the Club. In September 2005 members of the Club endorsed a revised Club Constitution which incorporated the inclusion of a Board of Directors. One of the main functions of the Board is to ensure that the Club achieves the goals set in its Strategic Plan.

The Board of Directors was officially formed in February 2006 and as one of its first tasks has been to undertake a review of the Strategic Plan incorporating a revision of Club objectives for the next five years. This review has resulted in the evaluation of long and short term objectives as set in April 2004 and the incorporation of more current and appropriate objectives as we move forward.

Accordingly, the Board considers that this Strategic Plan sets the key objectives and goals for the Club for the next five years as we consolidate our position within the bowling fraternity and confidently move ahead within its business environment.

The Club currently has approximately 150 members and has been operating from its current site since 1920. It services, not only its members, but also several community groups and has, over the past twelve months, worked very hard to develop other revenue raising streams. The success being generated by twilight and corporate bowls confirms that the Club is willing to take risks within the business environment so as to achieve its financial sustainability into the future.

The Plan outlines the current position of the Club and details the steps the Club will undertake in both the short and long term to ensure its continued viability and development into the future.

SWOT ANALYSIS

A SWOT Analysis has been conducted which identified the current strengths, weaknesses, opportunities and threats of the Club:

STRENGTHS

- FRIENDLY ATMOSPHERE
- POTENTIAL FOR GROWTH
- CENTRAL LOCATION
- UNIFIED CLUB
- PENNANT TEAMS FOR ALL LEVELS OF BOWLERS
- WELL ESTABLISHED AND HIGHLY RESPECTED
- FORMALLY PLANNING FOR THE FUTURE
- BUSINESS LIKE MANAGEMENT STRUCTURE
- DIVERSIFIED INCOME STREAMS
- FINANCIALLY COMFORTABLE (DEBT FREE)
- LICENCED PREMISES
- THREE QUALITY GREENS
- COMPETENT GREENKEEPING STAFF
- COMFORTABLE CLUB FACILITIES
- NUCLEUS OF DEDICATED MEMBERS
- NUMBERS OF PARTICIPATING SOCIAL/TWILIGHT BOWLERS

WEAKNESSES

- LACK OF MEMBER INVOLVEMENT IN CLUB ACTIVITIES AND MANAGEMENT
- NO RECRUITMENT POLICY
- STATIC MEMBERSHIP
- LACK OF ANY SIGNIFICANT OFF SEASON INCOME STREAM
- UNDER UTILISATION OF CLUB FACILITIES
- RELIANCE ON BAR TURN-OVER FOR INCOME
- LACK OF FEMALE MEMBERS
- RELIANCE ON VOLUNTEER LABOUR

OPPORTUNITIES

- CONSOLIDATE NEW REVENUE GENERATING STREAMS
- INCREASED WINTER ACTIVITIES
- INVESTIGATE THE POSSIBILITY OF A MULTI PURPOSE CLUB
- POTENTIAL TO ATTRACT NEW MEMBERS OF ALL AGES

THREATS

- LICENSING AND COUNCIL REGULATIONS
- LACK OF FEMALE MEMBERS
- LACK OF ACCEPTANCE OF TWILIGHT BOWLERS BY SOME MEMBERS
- OTHER COMPETING LEISURE/SOCIAL ACTIVITIES (ESPECIALLY IN WINTER)

To enable the Club to address all these SWOT issues the following long and short objectives have been set:

LONG TERM OBJECTIVES

- TO ENSURE THE CLUB CONTINUES TO HAVE REPRESENTATION IN THE "A" GRADE PENNANT COMPETITIONS
- TO MAINTAIN AND ENHANCE THE CLUB'S RESPECTED STANDING WITHIN THE TASMANIAN BOWLING FRATERNITY
- TO DEVELOP AND ENCOURAGE A COMPETITIVE AND SPORTSMANLIKE CULTURE WITHIN THE CLUB
- TO PROVIDE A FRIENDLY, SOCIAL AND PROFESSIONAL CLUB ATMOSPHERE FOR ALL MEMBERS AND VISITORS TO ENJOY
- TO PROMOTE THE CLUB AS A PROGRESSIVE AND SUSTAINABLE SPORTING/SOCIAL FACILITY/CLUB
- TO EXPLORE THE FUTURE DEVELOPMENT OF THE CLUB
- TO MAINTAIN THREE FIRST CLASS GREENS

SHORT TERM OBJECTIVES

- TO ENCOURAGE MEMBERS TO TAKE AN ACTIVE PART IN THE ACTIVITIES OF THE CLUB
- TO DEVELOP A CLUB RECRUITMENT AND PLAYER RETENTION PROGRAM
- TO DEVELOP AND IMPROVE PROSPECTIVE/CURRENT REVENUE RAISING STREAMS
- TO COMPILE AND COMMUNICATE CLUB PENNANT SELECTION & COACHING POLICIES
- TO REVIEW AND IMPROVE CLUB INTERNAL AND EXTERNAL COMMUNICATIONS
- TO COMPILE UP TO DATE CLUB JOB DESCRIPTIONS AND OPERATIONAL POLICIES
- TO CONTINUE THE IMPROVEMENT OF CLUB FACILITIES

ACTION PLANS

Long Term Objective	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To ensure the Club continues to have representation in the "A" Grade Pennant competitions	<ol style="list-style-type: none"> 1. Good standard greens 2. Recruitment and player retention Program 3. Selection Policy 4. Coaching policy 	Club President/ Chairman of Selectors/ Head Coach	2010	Ongoing	Continued "A" Grade representation
To maintain and enhance the Club's respected standing within the Tasmanian bowling fraternity	<ol style="list-style-type: none"> 1. Good standard greens 2. Retain "A" Grade status 3. Friendly and social club atmosphere 4. Improve internal and external communications 	Club Committee of Management	2010	Ongoing	Continued recognition by our bowling peers
To develop and encourage a competitive and sportsmanlike culture within the Club	<ol style="list-style-type: none"> 1. Recruitment and player retention program 2. Selection policy 3. Coaching policy 	Club President/ Chairman of Selectors/ Head Coach	2010	Ongoing	Competitive team performances
To provide a friendly, social and professional club atmosphere for all members and visitors to enjoy	<ol style="list-style-type: none"> 1. Improve internal and external communications 2. Arrange Club activities 3. Maintain participation in the Good Sports Program 	Club Vice President/ Bar Manager	2010	Ongoing	Positive feedback from members and visitors
To promote the Club as a progressive and sustainable sporting/social facility/club	<ol style="list-style-type: none"> 1. Encourage members to assist in Club administration 2. Update PD's and Club policies 	Club Committee of Management	2010	Ongoing	Feedback from business partners, members and visitors

Long Term Objective	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To explore the future development of the Club	<ol style="list-style-type: none"> 1. Identify opportunities 2. Assessment of opportunities 	Board of Directors	2010	Ongoing	Club development opportunities confirmed
To maintain three first class greens	<ol style="list-style-type: none"> 1. Ensure the maintenance of a green keeping succession plan 2. Arrange for Green Keeper contact extension in early 2008 	Club President/ Green Superintendent	2010	Ongoing	Attainment of three first class greens

Short Term Objective	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To encourage members to take an active part in the activities of the Club	<ol style="list-style-type: none"> 1. Ensure continued utilisation of the Club Volunteer Involvement Program 2. Provide communication to members 	Club Committee (COM)	31/3/08	Ongoing	Increased number of members participating in Club activities
To develop a Club recruitment and player retention program	<ol style="list-style-type: none"> 1. Explore and assess options 2. Confirm appropriate options for implementation within the program 3. Report findings to COM for implementation 	Club President/COM	30/9/07	Ongoing	Program developed
To develop and improve prospective/current revenue raising streams	<ol style="list-style-type: none"> 1. Monitor current revenue raising streams 2. Investigate new revenue raising options 	Board of Directors	31/3/08	Ongoing	Adequate revenue raising streams maintained
To compile and communicate Club Pennant selection & coaching policies	<ol style="list-style-type: none"> 1. Compile Club selection and coaching policies 2. Present to COM for endorsement and implementation 3. Communicate policies to all members 	Club President/Chairman of Selectors/Head Coach/COM	30/9/07	Ongoing	Selection and coaching policies compiled and communicated
To review and improve Club internal and external communications	<ol style="list-style-type: none"> 1. Produce Club newsletters 2. Maintain currency of Club website 3. Produce Club membership brochures 4. Produce communication plan for Twilight bowlers 	Club President/Bowls Director	31/3/08	Ongoing	Improved Club communications

Short Term Objective	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To compile up to date Club job descriptions and operational policies	<ol style="list-style-type: none"> 1. Compile Club job descriptions and operational policies 2. Obtain COM endorsement 3. Implement job descriptions and policies 	Club President/ COM	30/9/07	Ongoing	Club job descriptions and policies implemented
To continue the improvement of Club facilities	<ol style="list-style-type: none"> 1. Identify areas for improvement/development 2. Apply for Australian and Tasmanian Government funding assistance 	Board of Directors	31/3/08	Ongoing	Club facilities improved