



STRATEGIC PLAN

2009 - 2016

BACKGROUND

The Kingborough Bowls Club was established in 1952 to provide a venue for lawn bowls and community activities for the citizens of the Kingston and Channel areas. Today it maintains two excellent lawn bowling greens and a modern clubhouse (opened 1996) on a 2ha site two kilometres north of Margate on the Channel Highway (approximately 6km south of Kingston). The Club services the ever growing suburban areas of the Kingborough Municipality (Kingston, Blackmans Bay, and Margate), as well as the Channel region.

The Club presently has over 150 active Pennant bowlers (5 men's Saturday, 3 Midweek and 4 ladies teams), and some 50 social and special bowling members. Each Pennant game during the summer brings bowlers from other Clubs to our greens and into the Kingborough community. A social bowls game is also enjoyed on Friday nights and the Club has three BTS (Bowls Tasmania South) carnivals per year.

We are actively trying to increase participation in the sport of lawn bowls and promote the Club as a pleasant environment to play the game, as well as a venue to meet fellow Kingborough citizens through community activities.

The Clubrooms are available for member and community use with organisations such as Rotary and the local darts association using the facilities on a regular basis.

In late November 2009 it was 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. The initial plan has now been updated as of December 2011.

The Club Board of Management 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 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 SUCCESS**
- **GROWING CLUB**
- **PRIME LOCATION WITHIN THE COMMUNITY**
- **PENNANT TEAMS FOR ALL LEVELS OF BOWLERS**
- **LONG STANDING TRADITION**
- **STRONG PRO ACTIVE BOARD OF MANAGEMENT**
- **QUALITY GRASS GREENS**
- **STRONG IDENTITY WITHIN THE COMMUNITY**
- **FINANCIALLY SOUND**
- **LICENCED PREMISES**
- **DEDICATED VOLUNTEERS**
- **SIZEABLE ASSET**
- **MODERN FACILITIES**
- **STRONG MEMBERSHIP**
- **FORMALLY GROWING**
- **POTENTIAL OF EXPERTISE WITHIN THE MEMBERSHIP**
- **GOOD POOL OF SPONSORS**

WEAKNESSES

- LACK OF MEMBER INVOLVEMENT IN CLUB ACTIVITIES AND MANAGEMENT
- CURRENT GAPS IN PENNANT PLAYING LEVELS
- SITE PROXIMITY TO HIGHWAY AND MUD FLATS
- CAR PARKING LIMITATIONS
- LACK OF OFF SEASON REVENUE
- LACK OF STRONG MANAGEMENT STRUCTURE
- LACK OF PLAYER PROMOTION
- LIMITED INCOME STREAMS
- INTERNAL APATHY FROM MEMBERS
- POOR COMMUNICATION MECHANISMS
- ALL GRADES NOT PRACTICING TOGETHER
- RELIANCE ON BAR TURN-OVER FOR INCOME
- NO SUCCESSION PLANNING

OPPORTUNITIES

- **CONSOLIDATE NEW REVENUE GENERATING STREAMS**
- **INCREASED WINTER ACTIVITIES**
- **EXPAND FACILITIES**
- **GREATER INVOLVEMENT WITH THE COMMUNITY**
- **NEW MANAGEMENT STRUCTURE**
- **ATTRACT NEW MEMBERS**

THREATS

- LICENCING AND COUNCIL REGULATIONS
- LOSING CONTROL OF PREMISES
- OTHER COMPETING LEISURE/SOCIAL ACTIVITIES
(ESPECIALLY IN WINTER)
- APATHY OF BOWLS TASMANIA
- NO ADMINISTRATIVE FOCAL POINT FOR CLUB
- ANOTHER CLUB STARTING IN KINGBOROUGH
- AGEING CLUB MEMBERS
- LACK OF EXPERTISE
- LACK OF CASH FLOW
- FINANCE TO FUND MAJOR DEVELOPMENTS
- VANDALISM
- NEIGHBOUR COMPLAINTS
- LOSS OF PLAYING/PENNANT MEMBERS

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 "A" AND "B" 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 TWO FIRST CLASS GRASS 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 FOR STRONG MEMBERSHIP GROWTH
- TO DEVELOP AND IMPROVE PROSPECTIVE/CURRENT REVENUE RAISING STREAMS FOR THE MAINTENANCE OF A FINANCIALLY VIABLE CLUB
- TO COMPILE AND COMMUNICATE CLUB PENNANT SELECTION AND 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" and "B" 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 	Board of Management / Chairman of Selectors/ Head Coach	2016	Ongoing	Continued "A" and "B" 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" and "B" Grade status 3. Friendly and social club atmosphere 4. Improve internal and external communications 	Club Board of Management	2016	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 Board of Management / Chairman of Selectors/ Head Coach	2016	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 	Club Board of Management / Bar Manager/Co ordinator	2016	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 3. Improve internal and external communications 	Club Committee of Management	2016	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 Management	2016	Ongoing	Club development opportunities confirmed
To maintain two first class grass greens	<ol style="list-style-type: none"> 1. Ensure the maintenance of a green keeping succession plan 2. Arrange for Green Keeper contact extension each year 	Club President/ Chairman Greens Committee	2016	Ongoing	Attainment of two first class grass 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 Club volunteers 2. Provide communication to members 	Board of Management	31/3/12	Ongoing	Increased number of members participating in Club activities
To develop a Club recruitment and player retention program for strong membership growth	<ol style="list-style-type: none"> 1. Explore and assess options 2. Confirm appropriate options for implementation within the program 3. Report findings to BOM for implementation 	Board of Management	31/3/12	Ongoing	Program developed
To develop and improve prospective/current revenue raising streams for the maintenance of a financially viable Club	<ol style="list-style-type: none"> 1. Monitor current revenue raising streams 2. Investigate new revenue raising options 	Treasurer/ Board of Management	31/3/12	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 BOM for endorsement and implementation 3. Communicate policies to all members 	Club President/ Chairman of Selectors/ Head Coach/BOM	31/3/12	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. Explore the development of a Club website 3. Produce communication plan for members 4. Review location and content of Club noticeboards 	Board of Management	31/3/12	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. Review Club management structure for appropriateness 2. Recommend new management structure for approval 3. Compile Club job descriptions and operational policies 4. Obtain BOM endorsement 5. Implement job descriptions and policies 	Club President/ BOM	31/12/12	Ongoing	Club management structure reviewed, 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 Management	31/12/12	Ongoing	Club facilities improved