



VALENTINE BOWLING CLUB

STRATEGIC PLAN

2022 – 2026



NAME: VALENTINE BOWLING CLUB CO-OP LTD
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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 in recent years that 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 in 2016, a major refit of the gaming and sports area in 2019 and the replacement of the grass bowling green with a synthetic one in 2022.

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, TAB and Keno
- 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
Members
Courtesy Bus
Strong financial reports
Voluntary workers
Club ambience
In house Bistro
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
Barefoot Bowls Parties
Memorial Services – one stop shop
Bistro
Strong Communication Plan
Sailing Club

WEAKNESS

Location
Recruiting qualified staff bar/bistro
Lack of children's facilities
Limited parking
Limited revenue
Staff attitude
Communication
Bistro reputation
Patron reward system
Function room size
Leasing of the land
Lack of young bowlers
Space for increase bowling demand
Social Media
Promotion of Function Room
Gaming area

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
COVID-19
Ability to recruit hospitality staff



OUR VISION: Connecting with the community to support 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 community 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**
- 9 **Bistro/ Bar/Gaming and Functions**



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-annual surveys 2022
	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.	2022 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 and are promoted accordingly.</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 i.e. school holidays.</p>	<p>2022.</p> <p>2022 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. Update and refurbish gaming area space</p> <p>ii. Extend function room deck cover</p> <p>iii. Refurbish Bistro/ Bar area furniture and fittings</p> <p>i. Cover synthetic bowling green with an all-weather cover and replace synthetic surface</p> <p>ii. Replace grass green with synthetic green</p> <p>iii. Investigate options for use of Greenkeepers shed.</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 2022 2023 2023</p> <p>Investigate 2022/23 January 2022 2022</p> <p>2022 2022 2023</p>

<p>KRA:4 COMMUNICATIONS AND MARKETING</p>	<p>A. Constantly improve two way communication processes:-</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 Plan and review annually</p> <p>ii. Ensure Club’s website is user friendly and meets patrons’ expectations</p> <p>iii. Develop a range of digital 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 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, SMS, Instagram and possibly Trip Advisor</p>	<p>2022</p> <p>2022 ongoing</p> <p>2022</p> <p>Ongoing</p> <p>2022 ongoing</p> <p>Ongoing from 2022</p> <p>2022 and ongoing</p> <p>2021 and ongoing</p> <p>2022 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>iv. Opportunities to act in a higher role during</p>	<p>Staff Development Plan 2022 onward</p>

	B. Staff promote the Club through excellence of service in both words, actions and through appearance and professionalism	<p>the absence of the position holder with the training to successfully carry out the role.</p> <ul style="list-style-type: none"> i. Staff are aware of desired service levels and are prepared to exceed them. ii. Recognise good staff performance 	<p>2022</p> <p>2022</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>2021 July</p> <p>2022</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
C. Review policies, procedures, constitution and by-laws	v. Club Financial results posted on Notice Board quarterly	August 2022/ ongoing	
	<ul style="list-style-type: none"> i. Policies and procedures reviewed annually. ii. Constitution and By-laws reviewed in the year preceding Board elections. 	Ongoing Bi-annually	
D. Board effectiveness is increased	i. Board training provided on relevant issues	As required	

	E. Promotion of Sub Committees and Social Clubs within the VBC structure	<ul style="list-style-type: none"> ii. Reports to Board include relevant level of detail required for good governance. i. Bowls Committee – training, support what do they need? ii. Golf Club iii. Fishing Club iv. Snooker Club v. Other clubs/ groups 	<p>Ongoing</p> <p>As required</p>
KRA:7 FINANCIAL MANAGEMENT	<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>E. Finance Technology Systems</p>	<ul style="list-style-type: none"> i. Review the development of a Five-year Financial Model and Capital Budget ii. Develop business cases for all future major works iii. Maintain profitability in all future improvement scenarios iv. Update and monitor key KPI's for Club operations i. Increase function revenue through active marketing as a venue of choice ii. Review revenue streams of competitors iii. Maximise opportunities e.g. young parents "coffee set" <p>Monitor opportunities that may arise for funding of facilities/activities accessing government grants</p> <p>Review and seek new sponsorship opportunities</p> <p>Review "DEPUTY" and ClubsNSW rostering and payroll systems</p>	<p>30 April 2022</p> <p>As required</p> <p>Ongoing</p> <p>2022 ongoing</p> <p>2022 Ongoing</p> <p>Ongoing 2022</p> <p>Yearly</p> <p>Ongoing</p> <p>2022</p>
KRA:8 BOWLS	A. Strive to deliver a proactive and innovative Bowls Program	<ul style="list-style-type: none"> i. Ensure more efficient use of our greens through scheduling of more evening 	2022/23 ongoing

		<p>programs and greater flexibility in North/South and East /West bowling</p> <p>ii Develop strategies to encourage new members and retain existing ones in a more diverse age demographic, targeting social members, through nominated mixed comps, music during barefoot bowls and galas, school holidays clinics, tradies nights etc.</p>	2022 ongoing
	B. Attract, mentor, and develop new and existing bowlers	<p>i. 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.</p> <p>ii. Introduce a Buddy/Mentor system for new bowlers with new members induction kits.</p> <p>iii. Bowls program through U3A.</p> <p>iv. Barefoot bowls, Come and Play and availability of free coaching advertisements on Club TV screens</p> <p>v. Target over 55's communities</p>	<p>2022 ongoing</p> <p>2022 ongoing</p> <p>2022 ongoing</p> <p>2022 ongoing</p> <p>2022 ongoing</p>
	C. To be competitive in all interclub, Club, district and representative bowls competitions	<p>i Monitor and quickly respond to changes to competition formats by Bowls Australia and local Bowling Authorities etc.</p> <p>ii Effectively promote and encourage opportunities to participate in district</p>	<p>Ongoing</p> <p>Ongoing</p>

		competitions / tournaments.	
		iii Regularly review selection strategies, coaching programs, and gala competitions to foster skill development.	2022 ongoing
	D. Monitor and manage the need of all our bowls members to achieve commitment to our bowls program	i. Ensure communication with bowls members is two way and transparent	Ongoing
		ii. Ensure members are aware of opportunities through face-to-face interaction, newsletters, and social media.	Ongoing
		iii. Increased communications between Men's and Ladies Bowls Committees and the Board.	Ongoing
		iv. Use bowls laptop to provide information including Bowls Galas and results on the Club's big TV screen.	2022
	E. Develop a suite of tournaments and special days to showcase VBC	i Revisit tournaments and conduct four men's and four ladies' tournaments annually with significant promotion.	2022
		ii Encourage sporting clubs sponsored by VBC to run annual bowls days as a fund raiser for their club.	2022 Ongoing
		iii Arrange Charity Bowls days.	2022 Ongoing
		iv Promote and arrange Barefoot Bowls parties.	Ongoing
	F. Continually develop innovative programs attractive to sponsors	i Name Bowls Competitions after sponsors.	2022 Ongoing
		ii Develop a sponsor's package outlining	2022

		iii sponsorship opportunities and benefits at VBC. Conduct an Annual Sponsors Bowls Day where sponsors can play with members and be hosted for the day.	2022 Ongoing
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KRA 9 BISTRO, BAR, GAMING AND FUNCTIONS	A. Ensure Bistro operations and offerings meet the requirements of Members and Guests providing great food in a welcoming environment	i. Source high quality seasonal ingredients in preparation of all dishes.	2021 ongoing
		ii. Dishes are delivered in an attractive manner with a focus on presentation.	Ongoing
		iii. Front of house staff focus on the Club's Quality and Service Standards and seek feedback from patrons on Bistro performance.	2021 ongoing
		iv. Constantly review the external hospitality environment ensuring choice to patrons is varied and meets current expectations.	Six monthly
		v. Offer regular menu updates and promote them on all forms of social media.	Quarterly
	B. Bar operations and service meet patrons needs and is provided in an efficient and welcoming manner	i. Beverage offerings are appropriate for a contemporary Club environment trialling new product as appropriate.	2021 ongoing
		ii. Staff have a good knowledge of available beverages and a strong commitment to the Club's Quality and Service Standards.	Six monthly
		iii. Regularly review the Club's demographic to ensure offerings meet expectations of all patrons.	2021 ongoing
		iv. Patron waiting times are minimal with plans in place for busy periods.	Quarterly
		v. Cocktails menus are regularly updated in accordance with changes in season and all staff are trained to promote and provide them.	Six Monthly
	i. Gaming machines are reviewed regularly		

	<p>C. Gaming environments within the Club provide patrons with a variety of Gaming options meeting the offerings of a contemporary club operation</p> <p>D. Our Function Room provides the flexibility and operational adaptability to meet a whole range of users needs in an efficient manner</p>	<p>to ensure they provide a contemporary and attractive suite of machines to attract patrons.</p> <ul style="list-style-type: none"> ii. Player comfort and a pleasing environment iii. Consideration be given to network machines i. Major promotional campaign yearly on the availability and flexibility of the Club's Function Room for a whole suite of events. ii. Ongoing promotions through social media for the use of the room. iii. Functions are delivered in a high- quality manner ensuring the Club's Quality and Service Standards are met. iv. Constantly seek feedback from users on their satisfaction and how the facility and its offerings can be improved. v. Function Room furnishings meet the standard of contemporary function/event venues. vi. Review suite of potential functions/ events offered and seek to identify further uses for the Room. 	<p>Update 2023</p> <p>2022</p> <p>2022</p> <p>Ongoing</p> <p>2022 ongoing</p> <p>2022 ongoing</p> <p>2022</p> <p>Ongoing</p> <p>2022 ongoing</p>