



VALENTINE BOWLING CLUB
STRATEGIC PLAN
2024 – 2028



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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 supports many 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. Plans are also underway for more capital works in the duration of this plan.

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
- Activities and events for families.



EXECUTIVE SUMMARY

The Club's Strategic Plan has been developed in the interests and needs of the members of the Valentine Bowling Club and the greater community. 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, trends in NSW Clubs and proposed changes in government legislation. One key factor identified is the changing demographic of Valentine and the surrounding suburbs with many older residents downsizing and selling their homes and with many young families buying this housing stock and moving into the area. Our Plan includes strategies to attract this family demographic to become members and use our facilities.

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



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
Openess to change
In house Bistro
Staff
Leasing of the land
Bowling facilities
Social media
Professional attitude
Board Members – Board Diversity
Sub Clubs
Only club/hotel venue in area
Increasing membership
Family Friendly
Function Room

OPPORTUNITIES

Attract young bowlers
Poker Machines/ environmental/ reward system
Social media
Poker Machines
Beer garden beside the lake
Live entertainment inside/ outside
Sponsorships
Improving promotions
Corporate functions
Meal delivery services
Boating community
Lake Macquarie tourism
Bistro performance and offerings
Strong communications plan
Barefoot Bowls Parties
Memorial Services – one stop shop
Sailing Club

WEAKNESS

Location – distance to bus services
Recruiting qualified staff bar/bistro
Lack of children's facilities
Limited parking
Limited revenue
Club ambience
Bistro reputation
Function Room size
Attraction to young bowlers
Social media
Promotion of Function Room
Gaming area layout
Communication
Lack of Cover for Key positions

THREATS

No public transport service
Limited parking
Government Legislation regarding
On-line gambling
Economy, Inflation, Recession
Interest rates increase
CPI increase
RBT/RSA
Home Entertainment
Function centres
Flooding
Amalgamation
Belmont 16's refurbishment
Ability to recruit hospitality staff
Meal delivery services



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

OUR MISSION: To provide a community relevant facility. Assist 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 and implement decisions in both opportune and adverse circumstances.

Commitment to Service: We strive to provide excellent community service and to uphold a standard that supports 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**
- 10 **Live Entertainment**



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.	March 2024/5 and ongoing.
	B. Encourage families	Ensure appropriate services, facilities, and marketing to attract families.	Commencing January2024 increasing as required.
	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.	June 2024 and 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. Encouraging Sub Clubs, other Clubs using our facilities, local schools and the general community to use the Club	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 in Capital works plan
	C. Function Room and other facilities meet community needs for a wide variety of events	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.	Workshop June 2024



	D. To be recognised as a safe and enjoyable family friendly venue where families feel welcome	<p>i. Welcome families to VBC, by recognising the needs of children of various age groups, including the provision of regular children’s activities, events and facilities.</p> <p>ii. Reward families through events at Easter and Christmas and other appropriate times i.e. school holidays.</p>	<p>January 2024 and ongoing.</p> <p>April and December 2024, ongoing</p>
KRA:3 CLUB FACILITIES	<p>A. Club buildings and facilities meet the changing needs and comfort of the community</p> <p>B. VBC will constantly investigate ways to improve and expand its facilities to meet the needs of all stakeholders.</p>	<p>i. Replace some electronic gaming machines.</p> <p>ii. Replace Courtesy Bus</p> <p>iii. Replace Gaming Room System</p> <p>iv. Refurbish Gaming Room</p> <p>v. Stage 1 Beer Garden</p> <p>vi. Stage 2 Beer Garden plus resurface synthetic bowling green 1</p> <p>vii. Stage 3 Beer Garden</p> <p>viii. Refurbish Bistro/ Bar area furniture and fittings</p> <p>ix. Install 2 Electric Vehicle Charging Stations</p> <p>x. Review and change as necessary Bistro Kitchen layout.</p> <p>xi. Repaint inside Club</p> <p>xii. Recarpet Club</p> <p>xiii. Extend Function Room</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 • Accommodation options • Land purchase 	<p>2024</p> <p>2024</p> <p>2024</p> <p>2024</p> <p>2024</p> <p>2026</p> <p>2027</p> <p>2025</p> <p>2025</p> <p>2025</p> <p>2026</p> <p>2027</p> <p>2028</p> <p>2024/5</p> <p>2024/5</p>
KRA:4 COMMUNICATIONS AND MARKETING	A. Constantly improve two way communication processes:- <ul style="list-style-type: none"> • Board and members 	i. Develop a Marketing/ Communications/ Events Plan with Marketing and	March 2024



	<ul style="list-style-type: none"> • 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>Promotions Committee and review annually</p> <ul style="list-style-type: none"> ii. Ensure Club's website is user friendly and meets patrons' expectations iii. Develop a range of digital community newsletters accessing Community, Sub and other internal Clubs and local Schools Facebook pages iv. Develop and improve stronger relationships with Local Schools and their P&C's for marketing purposes. v. Conduct an annual focus group to determine the effectiveness of communication. vi. Include financial, other KPI's and Board decisions on our facebook pages. Develop brochures for distribution at Lake Macquarie Tourism, boating and visitor accommodation venues. <p>Develop a social media advertising program to include Facebook, SMS, Instagram, Trip Advisor and Sub Clubs and Schools social media</p>	<p>2024 ongoing</p> <p>2024 ongoing</p> <p>2023 ongoing</p> <p>Ongoing from 2024</p> <p>2024 and ongoing</p> <p>March 2024 and ongoing</p> <p>2024 ongoing</p> <p>2024 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>	<ul style="list-style-type: none"> i. Staff have access to training that will assist in their development in the present and for the future. ii. Training gaps identified by the Board and/or Management are actioned. iii. Training as required to become multi skilled in all aspects of the Club work environment. 	<p>Staff Development Plan 2024 onward</p> <p>Ongoing</p> <p>Ongoing</p> <p>2023</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. Recognise good staff performance 	<p>2023 ongoing</p> <p>Ongoing</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>2024 July</p> <p>2024</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	Ongoing
C. Review policies, procedures, constitution and by-laws	iv. Departures from the above are reported to the Board together with actions to correct and follow up reports to confirm compliance.	Ongoing	
	v. Club Financial results posted on Notice Board quarterly	April 2023/ ongoing	
D. Board effectiveness is increased	<ul style="list-style-type: none"> i. Policies and procedures reviewed annually. ii. Constitution and By-laws reviewed in the year preceding Board elections. i. Board training provided on relevant issues 	<p>Ongoing</p> <p>Bi-annually 2023/24</p> <p>As required Ongoing</p>	



	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 	2024 as required
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. families, sporting clubs. <p>Monitor opportunities that may arise for funding of facilities/activities accessing government grants</p> <p>Review and seek new sponsorship opportunities</p> <p>Ensure technology systems are fit for purpose, meet all of Club's requirements and are used to full capability.</p>	<p>March 2024</p> <p>As Required</p> <p>Ongoing</p> <p>Ongoing</p> <p>2024 ongoing</p> <p>Ongoing 2024</p> <p>Monthly ongoing</p> <p>Ongoing</p> <p>2023 ongoing</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 	2024 ongoing



	<p>D. Monitor and manage the need of all our bowls members to achieve commitment to our bowls program</p> <p>E. Develop a suite of tournaments and special days to showcase VBC</p> <p>F. Continually develop innovative programs attractive to sponsors</p>	<ul style="list-style-type: none"> i. Ensure communication with bowls members is two way and transparent ii. Ensure members are aware of opportunities through face-to-face interaction, newsletters, and social media. iii. Increased communications between Men’s and Ladies Bowls Committees and the Board. <ul style="list-style-type: none"> i Revisit tournaments and conduct three men’s and three ladies’ tournaments annually with significant promotion. ii Encourage sporting clubs sponsored by VBC to run annual bowls days as a fund raiser for their club. iii Arrange Charity Bowls days. iv Promote and arrange Barefoot Bowls parties. <ul style="list-style-type: none"> i Name Bowls Competitions after sponsors. ii Develop a sponsor’s package outlining sponsorship opportunities and benefits at VBC. iii Conduct an Annual Sponsors Bowls Day where sponsors can play with members and be hosted for the day. iv 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>2024</p> <p>2024 ongoing</p> <p>2024 ongoing</p> <p>Ongoing</p> <p>2024</p> <p>2024</p> <p>2024</p>
<p>KRA 9 BISTRO, BAR,GAMING AND FUNCTIONS</p>	<p>A. Ensure Bistro operations, offerings and timings meet the requirements of Members and Guests providing great food in a welcoming environment.</p>	<ul style="list-style-type: none"> i. Source high quality seasonal ingredients in preparation of all dishes. ii. Dishes are delivered in an attractive manner with a focus on presentation. 	<p>2024 ongoing</p> <p>Ongoing</p>

	<p>B. Bar operations and service meet patrons needs and are provided in an efficient and welcoming manner.</p>	<ul style="list-style-type: none"> iii. Review layout and work processes in the Bistro to ensure maximum output in a quality manner. iv. Front of house staff focus on the Club's Quality and Service Standards and seek feedback from patrons on Bistro performance v. Constantly review external hospitality environment ensuring choice to patrons is varied and meets current expectations. vi. Offer regular menu updates providing varied special board offerings and promote them on all forms of social media. vii. Review mix of Bistro offerings balancing high end and café style. viii. Ensure profit margins on various meal types focus where greatest profits exist. ix. Ensure variety in meal offerings for children <ul style="list-style-type: none"> i. Beverage offering are appropriate for a contemporary Club environment trialling new products as appropriate. ii. Staff have a good knowledge of available beverages and a strong commitment to the Clubs Quality and Service Standards. iii. Regularly review the Club's demographic to ensure the offerings meet the expectations of all patrons including children. iv. Patron waiting times are minimal with plans in place for busy periods. 	<ul style="list-style-type: none"> June 2024 2024 ongoing Six monthly commencing June 2024. Six monthly commencing April 2024 Ongoing Ongoing 2024 ongoing 2024 ongoing Ongoing March 2024 onwards Quarterly commencing March 2024
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	<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 and professional manner.</p>	<ul style="list-style-type: none"> v. Cocktail menus are regularly updated with changes in season and for special events with all staff trained to promote and provide them. vi. Ensure the Club is presented in a clean, tidy and welcoming state at all times. <ul style="list-style-type: none"> i. Gaming machines are reviewed regularly to ensure they provide an attractive variety suite of machines to attract patrons. ii. Monitor changes to legislation regarding poker machines and develop strategies as appropriate to minimise impact of comply with new standards. iii. Provide a pleasing and comfortable environment for players. iv. Ensure safe gambling requirements are met. i. Major promotional campaign yearly on the availability and flexibility of the Clubs Function facility for a whole suite of events. ii. Ongoing promotion through social media. iii. Functions are delivered in a high quality manner ensuring the Club's quality and Service Standards are met. iv. Attend and promotion of the Function facility at Bridal expo's conducted through the year 	<p>Ongoing.</p> <p>Review and update six monthly.</p> <p>Ongoing</p> <p>Improvements 2024</p> <p>Ongoing.</p> <p>June 2024 ongoing</p> <p>Ongoing Ongoing</p> <p>Twice yearly commencing June 2024</p> <p>Ongoing and monthly Board report. Review 2024</p>
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	<p>E. Our Courtesy Bus meets within guidelines the needs of our patrons particularly in pickup and return areas.</p>	<ul style="list-style-type: none"> v. Constantly seek feedback from users on their satisfaction and how the facility and its offerings can be improved. vi. Function room furnishings meet the standard of contemporary function/ event centres. vii. Review suite of potential functions/ events offered and seek to identify further uses for the room. <ul style="list-style-type: none"> i. ii. Review the defined area and times for Courtesy Bus usage to encourage greater convenient use of this facility by patrons iii. Purchase a replacement courtesy bus 	<p>Ongoing but commence June 2024.</p> <p>March 2024</p> <p>2024.</p>
<p>KRA 10 ENTERTAINMENT.</p>	<p>Ensure a variety is provided that meets the demands of members and is in accord with entertainment provided by other similar facilities in the region.</p>	<ul style="list-style-type: none"> i. Provide Sunday afternoon live entertainment in the Club. ii. Review the practicality of providing monthly live bands on the green. iii. Offering six monthly Family fundays on the green. iv. Provide activities on the green for Children on Saturday and Sunday evenings 	<p>Commencing in November 2023. Review commenced February 2024</p> <p>Commenced January 2024 and ongoing</p> <p>Commenced on Sundays in February 2024, Saturday to be introduced April 2024.</p> <p>2024</p>



		<ul style="list-style-type: none">v. Investigate the provision of an outdoor beer garden with live entertainment as a 3 stage project.vi. Introduce inducements for greater participation by patrons of our TAB area on a weekend.vii. Seek to provide one major function per month to encourage the use of our facilities during quieter months	<p>April 2024.</p> <p>Ongoing.</p>
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