



STRATEGIC PLAN 2018 – 2028

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1. BACKGROUND

A *Proposed Annual Business Plan 2005-2006* for Manning Memorial Bowling Club Inc. formed the starting point for the Strategic Planning Sub-Committee. Much of the previous SWOT (Strengths, Weakness, Opportunities, and Threats) analysis remains current. However, the priority list set in 2006 has largely been achieved. Hence, the current plan builds on the 2006 work with the aim of guiding development of the Manning Memorial Bowling Club (MMBC) through to 2028.

In addition to the volunteer workforce that forms the committee structure in Fig 1, The Club has various employed staff, including a full-time Greenkeeper, a full-time Bar & Events Manager and several casual bar staff. They and the Club in general are supported by another 50 or more regular volunteers. As was the case in 1957 when the idea of a bowling club was first mooted, volunteers remain the key ingredient to the continuing existence of the Club and to the bowling successes of its members.

2. HISTORY of the CLUB

With the encouragement of the Mayor of City of South Perth (CoSP) at the time, Mr R. King, the Manning Memorial Bowling Club (MMBC) was formed in April 1957 by members of the Manning RSL at its present location in Challenger Ave on A Class Reserve land that flooded and was considered by some as a swamp. According to the summary provided in The Clubs 50th Anniversary Jubilee Celebration invitation (1957 – 2007), The club was in name only as it was without assets, clubhouse or greens. What it did have was an enthusiastic group of people determined to establish a recreational facility for the community – something that was greatly needed at the time. The Club's name of Manning Memorial Bowling Club and membership fee of one pound was determined at the first meeting in St Peter's Church Hall. Approximately 100 people attended the meeting. In September that year the Ladies Bowling Club was formed - as Associate members.

With an interest free loan of 50 pounds for 12 months, two greens were started where the current A & C greens are. In late 1958 a small Clubhouse was completed and the first rudimentary greens were ready - largely due to the work of volunteers and many fund-raising events. The granting of a liquor licence was not without incidents but was finally granted in December 1959. Importantly, women had full access to the bar – the first 'husband and wife bar' in WA.

Currently it is one of three bowling clubs in the City, it has the largest bowling membership of the three, and is one of the few WA clubs with three grass bowling greens and a synthetic green. However, records from our 30th Anniversary indicate we had five greens and a bowling membership of more than 600. "A far cry from a swamp in 1958" (Statement made at The Club's 30th Anniversary).

In terms of the bowling membership, it is one of the larger bowling clubs in Western Australia. The Club's current total membership is less than a number of other clubs that have a large social membership and operate from larger premises with full commercial kitchens and a TAB (Totalisation Agency Board) machine.

3. PLANNING PROCESS

The Strategic Planning Sub-Committee was formed in 2016 by the 2016-17 Executive Committee under the Presidency of K. Jolly. The sub-committee members include P Rapley, S O'Toole, R Dolton, P Sylwestruk and K Burke. The SWOT analysis, which lays the foundation for strategic objectives, was guided by S Heldt from Bowls Australia.

This Plan builds on MMBC's 2006 plan and allows for a further reasonable timeframe for "big picture" and more significant investment strategies to be considered. Hence, the current plan adopts a 10 year vision through to 2028.

Development of a strategic plan involves various information gathering steps that are listed below but central to the process is a SWOT Analysis. In this document it can be found as Appendix I. The planning process also involves ascertaining The Club's *mission*, *vision* and its *values*. In addition, The

Club’s organisational chart (Figure 1) provides a summary of the communication lines necessary for good governance. The current chart has similarities with the 2006 version included as Appendix II.

The Club’s strategic plan has also been influenced by the following documents:

- City of South Perth’s Strategic Community Plan 2017 – 2027. In particular, strategies associated with community infrastructure.
- Department of Sport and Recreation Strategic Plan (2013-2015)
- Bowls Australia 2018-2022 Strategic Plan – BOWLS UNLEASHED
- Club’s WA Strategic Planning and Business Planning Processes

4. CLUB MISSION, VISION AND VALUES

4.1 Mission & Vision

Our mission is *to increase participation in lawn bowls by enabling an inclusive family friendly community environment.*

Our vision is *to be recognised as the best bowling club in Western Australia.*

4.2 Values

Club values are the beliefs and behaviours that guide the Club and its members. Our values are for:

- Inclusivity with community involvement
- Club excellence, on and off the green
- Sustainability
- Legal and ethical compliance
- Enjoyment of the sport

5. STRATEGIC DIRECTION AND GOVERNANCE

The major area of focus for the Executive Committee is to set strategic direction, to enable the necessary strategies, and to comply with all necessary governance issues. The Executive Committee directs and controls The Club’s operations through the implementation of a long term vision and mission. To this end, the sub-committee has applied the following iterative processes:

1. SWOT analysis or environmental scanning.
2. Analysis of existing strategies
3. Identify strategic issues
4. Develop / revise strategies
5. Establish critical success factors
6. Monitoring results.

6. SWOT ANALYSIS

A SWOT analysis aims to identify key internal and external factors seen as important to achieving an objective. It groups the key pieces of information into two main categories of internal and external factors (Table 1). The current SWOT Analysis was started by the sub-committee in 2016 and reviewed by the 2017-18 Executive Committee. This analysis will always be an iterative process as new ideas and circumstances emerge to guide the development of medium and long term objectives. The most recent iteration of the analysis was in 2018 and is outlined in Appendix 1:

| TABLE 1 | Opportunities: External, positive | Threats: External negative |
|---------------------------------------|---|--|
| Strengths: Internal, positive | Strengths to maximise opportunities | Strengths to minimise threats |
| Weaknesses: Internal, negative | Actions to minimise weaknesses using the opportunities identified | Actions to minimise weaknesses to avoid threats identified |

7. ACTION PLAN

Key: **Time line:** *Short* = within next 12 months, short-medium = 1-3 years, medium = 3-5 years, long = 5-10 years.

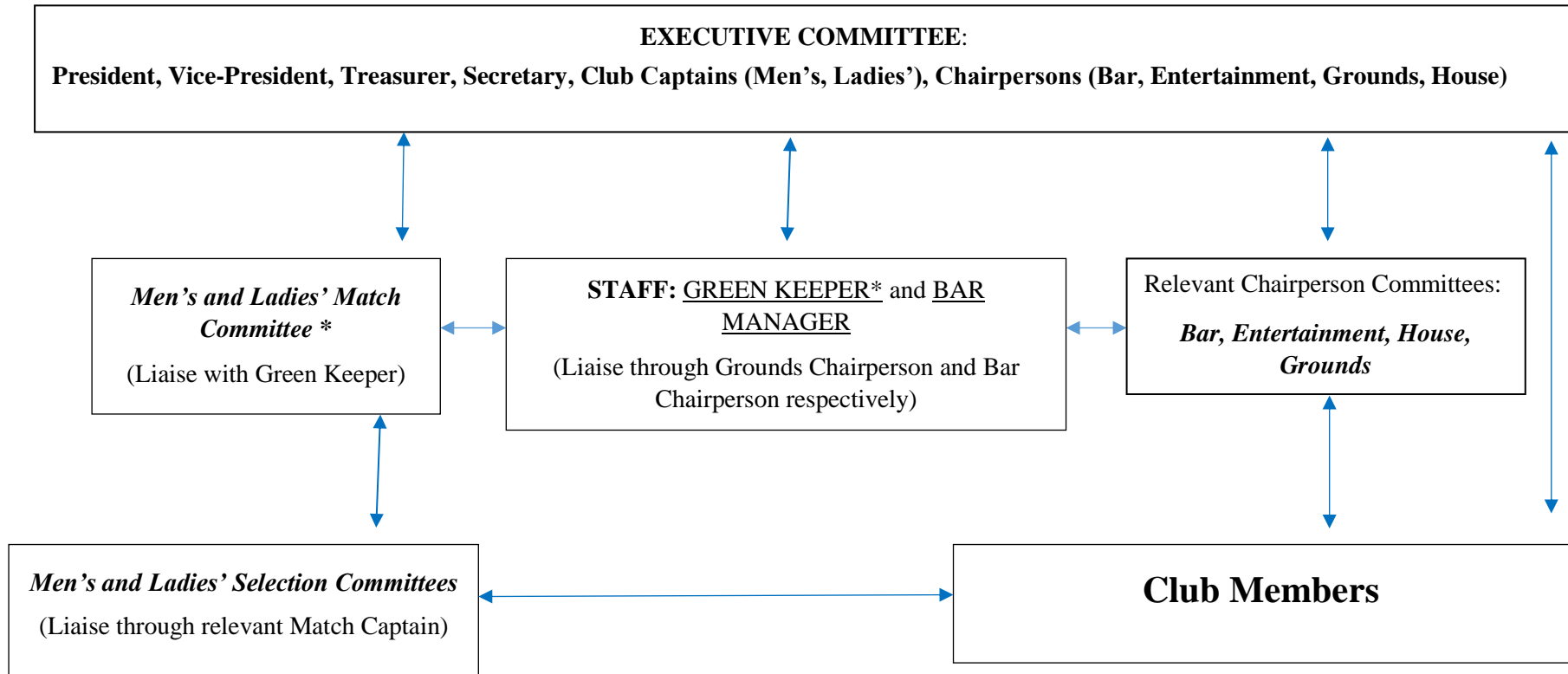
Status: IP = in progress, C = completed, O = ongoing.

| Objective | Strategy | Responsibility | Timeline | Tools/Resources | Status |
|---|---|---|--|---|--------|
| Objective 1 Change Membership Profile | 1.1. Jack Attack <ul style="list-style-type: none"> • 20 teams consistently • Succession Planning | Volunteer to run Jack Attack. All Club members | <i>Short:</i> Appointed by August 2017 to have the program running in October/November 2017. | Jack Attack online. JA shirt | O, IP |
| | 1.2. Create a Membership Working Party to target younger players through <ul style="list-style-type: none"> • A high schools competition • An Open Day / Master class • Promotion of Jack Attack to Curtin students • Contact Student Guild for possible inter-uni competition | 1.2. Club Captains to liaise with Club coaches and a volunteer organiser for the working party. | Start planning in 2018 for 2019 | Part of PE Studies over 6-7 weeks ‘Gotta love the Bowlo’ video | |
| | 1.3. Use the strength of coaching team (n = 6) to target potential younger players to grow the next generation of state players. | 1.3. Coaching team | Medium | Marketing | |
| | 1.4. Offer Junior Membership | Exec Com'te to decide details of scholarship/s. All Club members | Start 2018 | Facebook | |
| | 1.5. Junior Jack Attack: <ul style="list-style-type: none"> • Primary schools: Manning, Collier, St Pius X, and Curtin | Volunteer/s | Started | Junior Jack Attack equipment | O |
| | 1.6. Inclusivity within The Club: <ul style="list-style-type: none"> • Disability • Ramps for access to Club & greens. | All Club members. Exec Committee | Started | Local rep for CoSP Grant to improve access to greens | |

| Objective | Strategy | Responsibility | Timeline | Tools/Resources | Status |
|--|--|---|---|--|--------|
| Objective 2 Marketing | 2.1 Social Media <ul style="list-style-type: none"> Website Facebook & increase use of community pages. Link Club to CoSP home page | 1. Webmaster 2. Entertainment Chairperson | Started | 'Gotta love the Bowlo' video | IP |
| | 2.2 Explore Club Manager/ Promotions Officer. <ul style="list-style-type: none"> Discussion paper prepared. | Executive Sub-committee | Medium | Funds | |
| | 2.3 Community Newspaper, Curtin Radio <ul style="list-style-type: none"> Good news stories Advertisements | All members – submit to secretary, Web-Master | Short | Time given by all members | |
| Objective 3 Change to Club bowls formats | 3.1 Explore an 'opt out' approach for Club championships at next general meeting. | Club President Club Captains Match Committee | Short | Internal marketing | |
| | 3.2 Create winter Match Committee <ul style="list-style-type: none"> Winter Bowls calendar Club championships in Autumn & Spring | Executive / Club Captains | Agenda item for a general meeting (AGM or Financial) | Volunteers | |
| Objective 4 On Green Performance | 4.1 Annual plan for coaching (measuring, reading the head, bowls etiquette, etc.) <ul style="list-style-type: none"> All club coaches to run one program per year | Head Coach in consultation with other coaches, umpires, club Captains & representatives from men's and ladies' selectors. | Short term | 1. Manual of positional duties. 2. Coaching manual or schedule for coaches & coaching | |
| Objective 5 Modernise / replace Clubhouse and facilities | 5.1 Increase storage areas: <ul style="list-style-type: none"> Board Room and offices Kitchen Greenkeeper's storage Approach <i>Men's Shed</i> for assistance with storage solutions 5.2 Improve 'look' of Club grounds. 5.3 Upgrade to men's & ladies' toilet. | 5.1 & 5.2 House & Grounds Chairpersons and Committees 5.2 Patio sub-committee 5.3 House Chairperson | Short Term: <ul style="list-style-type: none"> Greenkeepers shed & Club grounds Medium Term <ul style="list-style-type: none"> Upgrade patio area adjacent to C green Improve Board Room storage | Grant applications for funding to replace aging equipment, facilities, and storage. | O |

| Objective | Strategy | Responsibility | Timeline | Tools/Resources | Status |
|---|--|--|--|---|--------|
| | 5.3 Satisfy OH&S regulations | 5.3 Executive Committee | Medium | Grant – Clubs WA Request Curtin OT students for assessment | |
| | 5.4 Liaise with CoSP Council. | Executive Committee: <ul style="list-style-type: none"> Sub-committees to plan and facilitate projects | Long term <ul style="list-style-type: none"> New clubhouse Under cover green Synthetic green replacement | <ul style="list-style-type: none"> Feasibility study for each project Sponsorship Grants | |
| Objective 6 Volunteer recruitment and retention | <ol style="list-style-type: none"> Acknowledgement for volunteer work force. Email request to all members Catered dinner / event for volunteers | <ol style="list-style-type: none"> Executive Secretary | Short | Volunteer time | O |
| Objective 7 Sponsorship | Increase sponsorship for individual events and Club in general. | President and Vice-President All Club members | On going | Network of contacts | O |
| Objective 8 Link with Council and local MPs | <ul style="list-style-type: none"> Invite local CoSP members to Club Invite State and Federal Representatives | President and Vice-President | Short | Strategic Plan | O |
| Objective 9 Best use of current facilities | <ol style="list-style-type: none"> Easy to use booking system for potential Club hire Link with other community groups for outside revenue from visitors (bar sales and raffles) | <ol style="list-style-type: none"> Webmaster Entertainment Chairperson | Short | Access to electronic media. | |

Fig 1: LINES OF COMMUNICATION



* Chairperson of Match Committee, delegate, or members in general to liaise with GREEN KEEPER before diary entry made.

APPENDIX 1

SWOT Analysis for the Manning Memorial Bowling Club Inc.

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| <p>Strengths: internal positive</p> <ul style="list-style-type: none">● Reputation of Club's Premier bowlers:<ul style="list-style-type: none">○ Strong on green performance in general for men & ladies○ Men & Ladies State and Australian representatives in The Club● Reputation of The Club itself:<ul style="list-style-type: none">○ 7 times a winner of Bowls WA Metropolitan Club of the Year○ Bowls Australia Club of the Year 2016○ Club's positive reputation for hosting Country Week and other BWA events.○ Access to good coaches○ Good grass and synthetic surface○ Jack Attack can identify potential new full-time bowlers○ Ability to run community events, i.e. Xmas Carols, Calcutta<ul style="list-style-type: none">▪ Community inclusiveness when holding events● Financial viability:<ul style="list-style-type: none">○ Committed volunteer group;<ul style="list-style-type: none">▪ Understanding of members' skills and use of connections○ Income from hiring out the commercial kitchen as well as other parts of the Club for weddings, birthday, and anniversaries, corporate bowls, etc.○ Friday night meals○ Unrestricted bar license○ Successful grant applications each year○ Solar Panels funded by Club in 2015● Governance documents (policies, job description, constitution, by-laws) updated in the last 2 years.● Physical resources:<ul style="list-style-type: none">○ Lighting for night championships and corporate events.○ Ample parking● Good relationship with CoSP Council | <p>Opportunities: external, positive</p> <ul style="list-style-type: none">● Marketing- new ideas to promote The Club<ul style="list-style-type: none">○ Night bowls○ Young school demographics in the area- Link into school sports programs and interschool programs○ Link in further with council and members of parliament- extend an invitation to the Club and build a relationship○ Other clubs and groups that could use the Club, i.e. dancers, fitness classes, mothers' groups, other sporting clubs.○ Increase community events○ Linking in further with local university● Sponsorship● Changing demographic of Manning and nearby suburbs – more disposable income.● Create opportunities for more people with a disability to participate in lawn bowls or other Club activities. |
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Weaknesses: internal negative

- Majority of income from the bar
- Membership steady but not increasing to keep pace with costs.
- Aging membership:
 - Manual labour jobs with aging volunteers has safety issues.
 - Adds to the difficulty attracting new volunteers
- Membership's engagement with Club activities:
 - Lack of support from many members for social functions.
 - Only see some bowlers during pennant season.
 - Few organised competitions in winter.
 - Lights for all greens to increase opportunities to play in winter.
- Difficulty in contacting members effectively (not all members use electronic media, email or have access to a computer)
- Unable to cater for young children who are in the Club for Jack Attack
- Minimal / inconvenient wheel-chair access to the Club greens
- Not always seen to be "welcoming" new members
- Club environment:
 - Council owned- no control over facilities
 - Building is becoming more difficult to maintain
 - Appearance of the building is old
 - No undercover green
 - Need better storage in general (greenkeeper, records, equipment)
 - Aging equipment.
- Bowls coaching:
 - Availability for new & existing members not clear
- Need to rely on volunteers who have a specific expertise, i.e. grounds worker, website, secretarial, business management, etc.

Threats: external, negative

- Demographic of Manning area changing to younger families
 - Perception of bowls as "Old Person Game"
 - Parents of young children occupied with family commitments
 - Other sporting clubs in the area- same membership group and sponsors
- Other bowling clubs have more organised games during the off season
 - Competing with two other bowling clubs in same shire as well as others in close proximity
- Manning Football Club's new facility
- Competition with other clubs for sporting grants

APPENDIX II: 2006 ORGANISATIONAL CHART

