



Buninyong Bowling Club Strategic Plan 2020-23





Buninyong Bowling Club Incorporated Strategic Plan 2020-23

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Section 1: Introduction

1.1 Brief History of the Buninyong Bowling Club

Buninyong Bowling Club (BBC) is one of the oldest bowling clubs in existence, being the third oldest in the Ballarat region. In 1872, Mr Thomas Purves, a chemist in Learmonth St, Buninyong, penned a letter to the Buninyong Borough Council, asking permission to establish a bowling green in the Botanical Gardens. This was a very strange request at the time, not thought to be in keeping with the purposes of a Botanical Garden. However, the request was approved, probably because there were some keen bowlers amongst the Council members.

The Buninyong Borough Council minutes record the request as being approved and the Club was formed. A leading citizen of the borough and the mayor of the time, Robert Allan, was an inaugural member of the Club.

The council minutes of 11th February, 1873 record a request from Mr E Newman (another chemist) for a portion of land to be marked off around the bowling rink for planting and that a lease be granted to the Club, all of which was approved.

The original green ran east and west and was two rinks wide, which was extended late in 1873 to make a perfectly square green. This allowed for more bowlers and games, but the end rinks proved impossible to get a good draw when allowing for the bias, particularly on the ditch side where the bowl would virtually stay straight, if it did not go into the ditch.

In 1874 the Club's Secretary, Mr Tunbridge, wrote to the council requesting an additional piece of land for the purpose of erecting a pavilion. This request was also approved. This pavilion was duly built and stood the test of time, serving as the Club's clubrooms right up until the early-mid 1950s when a larger building was required.

The Club purchased the last disposal hut from the RAAF camp at Ballarat Aerodrome, but when it arrived it was in a shocking state of disrepair, with pieces everywhere. After many working bees, the building was restored and painted and a cool room installed, (complete with cork lining procured from the local brewery). This building remained in use until 2011 when the City of Ballarat supported the Club to establish the larger, modern facility that is the Club's home today.

The original green was developed throughout the years to become one of the best natural bowling surfaces in the Ballarat region. This green was added to in 1975 when the Club installed a second grass green at the western end of the main green.

Unfortunately, the main green, whilst still being a great bowling surface, deteriorated each year from wear and tear and in March 2017, it was fully redeveloped, including all drainage and ditch surrounds, a project fully funded by the Club and its members.

The Club's membership has grown steadily over the years, with an increase of over 20% over the last seven years. The club has increased its pennant competition presence with five Saturday Pennant teams (Premier Division, Divisions 2, 4, 7 & 8) and four Monday Pennant teams (Premier Division, Divisions 2 and two Division 4 sides).

1.2 Mission Statement

To create an environment in which our members are assisted to achieve their full potential as sportspeople and as members of the community, in an atmosphere that promotes excellence and instils the qualities of personal development, team pride, respect and sportsmanship in everything they do.

1.3 Club Values

- Striving for excellence in all that we do.
- Continuous self-improvement.
- Encouraging individuals to fully develop their own and others' potential.
- Honesty, respect, and integrity.
- Promoting a family atmosphere.
- Being socially aware and responsible.
- Upholding the traditions, history, and values of our Club.

Section 2: Process for Developing Strategic Plan 2020-23

The process for developing the BBC Strategic Plan 2020-23 progressed through the following phases.

1. A review of the BBC Strategic Plan 2016-19 was conducted by the BBC Board in April/May 2020. An executive summary of the review is provided in Appendix A.
2. A SWOT analysis, (Strengths, Weaknesses, Opportunities and Threats), was conducted between June and July 2020. The survey was conducted online via Survey Monkey. All full members were emailed and asked to participate in this survey. At the time of the survey, BBC had 96 full members. The number of members who completed the survey was 38, (a response rate of 39.5%). However, the response rate was probably higher than this, because several couples did the survey together. A summary of the SWOT analysis is provided in Appendix B.
3. Once the BBC Strategic Plan 2016-19 Review and the BBC SWOT Analysis Summary Report were approved by the Board, four subcommittees were established to review the findings of both documents and draw up the respective sub-components of the overall plan. The subcommittees drew up draft strategic plans for their respective areas and these have been combined and edited into this document. The titles of the subcommittees, their membership, and their focus areas are provided in Appendix C.
4. The BBC Strategic Plan 2020-23 was approved by the Board on Monday, 14th September, 2020. It is expected that each sub-committee will develop an Annual Implementation Plan (AIP) where they will develop aims and sub-strategies to achieve the goals and broader strategies of the main Strategic Plan. Each sub-committee is expected to have its respective AIP completed by 31st October, 2020 and then update / revise the AIP for 2021/22 and then again in 2022/23.

Section 3: Acronyms

Throughout the following pages and in the Strategic Plan itself, a number of acronyms are used to represent various organisations and bodies, documents, roles and positions. A list of these is outlined in the following table.

AIP	Annual Implementation Plan	IC	Infrastructure Coordinator
BA	Bowls Australia	IHS	Infrastructure / Health and Safety
BBC	Buninyong Bowling Club	IHSSC	Infrastructure / Health and Safety Sub-Committee
BDBD	Ballarat District Bowls Division	MCEV	Membership, Community Engagement and Volunteerism
BPD	Bowling / Player Development	MCEVSC	Membership, Community Engagement and Volunteerism Sub-Committee
BPDSC	Bowling / Player Development Sub-Committee	MO	Membership Officer
BV	Bowls Victoria	PO	Publicity Officer
CBO	Clubrooms Booking Officer	PPES	Pennant Performance Evaluation System
GF	Governance and Finance	SWOT	Strengths, Weaknesses, Opportunities, Threats
GFSC	Governance and Finance Sub-Committee	SMC	Social Media Coordinator
HSC	Health and Safety Coordinator	WO	Welfare Officer

Buninyong Bowling Club Strategic Plan 2020-23

<p>Buninyong Bowling Club Mission Statement</p> <p><i>To create an environment in which our members are assisted to achieve their full potential as sportspeople and as members of the community, in an atmosphere that promotes excellence and instils the qualities of personal development, team pride, respect and sportsmanship in everything they do.</i></p>		<p>Buninyong Bowling Club Values</p> <ul style="list-style-type: none"> • <i>Striving for excellence in all that we do.</i> • <i>Continuous self-improvement.</i> • <i>Encouraging individuals to fully develop their own and others' potential.</i> • <i>Honesty, respect, and integrity.</i> • <i>Promoting a family atmosphere.</i> • <i>Being socially aware and responsible.</i> • <i>Upholding the traditions, history, and values of our club.</i>
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	1. Governance and Finance	2. Infrastructure/ Health and Safety	3. Bowling and Player Development	4. Membership, Community Engagement, and Volunteerism
F O C U S A R E A S & G O A L S	<p>4.1 Operate within all legal requirements, consistent with club purposes and in the best interests of its members.</p> <p>4.2 Utilise contemporary strategic planning principles and practices to guide club management.</p> <p>4.3 Maintain high level communications with all members and key stakeholders.</p> <p>4.4 Ensure that financial management is compliant with all regulatory and statutory requirements and that best practice principles are implemented.</p>	<p>2.1 Ensure that members have access to high quality and purpose-specific facilities and equipment.</p> <p>2.2 Provide a safe, healthy, and supportive environment for all members.</p>	<p>3.1 Implement a structured coaching program that caters for all levels of bowling.</p> <p>3.2 Provide a purposeful practice program that incorporates structured activities to improve skills and experience.</p> <p>3.3 Provide opportunities for bowling in a social and fun environment.</p> <p>3.4 Ensure that bowlers are developed in all aspects of the sport.</p> <p>3.5 Ensure that all members follow the club's prescribed selection policy</p> <p>3.6 Implement a Pennant Player Performance System that provides objective and accurate feedback.</p> <p>3.7 Increase participation in club bowling events.</p> <p>3.8 Improve participation and revenue from club tournaments.</p> <p>3.9 Maintain the club's indoor bowls program and increase participation levels.</p>	<p>4.1 Ensure that all members are informed, engaged, and involved in club activities.</p> <p>4.2 Maintain sustainable levels of membership in all categories.</p> <p>4.3 Increase public awareness of the club and its facilities.</p> <p>4.4 Promote the sport of bowls within the local community.</p> <p>4.5 Increase participation of members in volunteer positions and activities.</p>

Buninyong Bowling Club Strategic Plan 2020-23
Focus Area: Governance and Finance

SPECIFIC AREA OF ATTENTION	GOAL(S)	MAINTENANCE / IMPROVEMENT STRATEGIES	WHEN	WHO	PROGRESS
1. Governance and administration	The BBC Board will operate within legal requirements, consistent with club purposes, and in the best interests of its members.	1.1 The Board will ensure its members are aware of and fulfil their legal responsibilities under the <i>Associations Incorporation Reform Act 2012</i> (Vic) and other relevant laws and regulations.	Ongoing	President, Secretary and Board members	
		1.2 The Board is to ensure its members are aware of and are following the rules and purposes of the Club as described in the <i>Constitution of Buninyong Bowling Club Incorporated</i> , its associated <i>Rules and Regulations</i> and all <i>club policies</i> .	Ongoing	President and Board members	
		1.3 The Board will always aim to have a full complement of competent members with a diversity of skills, experience, and gender.	Ongoing	Board, reinforced by other Club members	
		1.4 The Board will encourage all club members to understand and adhere to the agreed values and behaviours of the club, in both competition and social contexts.	Ongoing	Board and club members	
		1.5 The Board and its officers will implement administration practices that are systematic, reliable, efficient, and that comply with bowls governing bodies and government administrative requirements.	Ongoing	Secretary, Board, Chairs of sub-committees, and all members with official positions and duties.	
	The BBC Board will utilise contemporary strategic planning principles and practices to guide overall management of club.	1.6 The Board will implement a three-year strategic plan cycle, that includes measures to track progress. This includes: <ul style="list-style-type: none"> • the establishment of four sub-committees: <ul style="list-style-type: none"> - Governance and Finance [GF] - Infrastructure and Health and Safety [IHS] - Bowling and Player Development [BPD] - Membership, Community Engagement and Volunteerism [MCEV] 	1/7/2020 - 30/6/2023 Ongoing	Board and sub-committees Board	Commenced Commenced

		<ul style="list-style-type: none"> the development and implementation of an Annual Implementation Plan (AIP) for each of the focus areas regular consultation with members to ensure previously agreed strategies are effective. 	<p>Annually</p> <p>Ongoing</p>	<p>Board and sub-committees</p> <p>Board and sub-committees</p>	
	The BBC Board will maintain a high level of effective communication with its members and key external stakeholders.	<p>1.7 The Board will make better use of contemporary information and communication technology to improve communication with all club members. [This strategy overlaps with and complements MCEV Strategy 13.1 & 13.2]</p> <p>1.8 The Board and its delegates will proactively engage with and manage the club's relationships with key external stakeholders, particularly:</p> <ul style="list-style-type: none"> City of Ballarat (as our landlord) Bowls Victoria Divisional and regional bowls authorities Club sponsors 	<p>Ongoing</p> <p>Ongoing</p>	<p>Board (in consultation with relevant experts and resources)</p> <p>President, Secretary, Sponsorship Coordinator (and other club representatives as required)</p>	
2. Financial management	To ensure that the club's financial management is compliant with all regulatory and statutory requirements and seeks to implement best practice principles.	<p>2.1 Adopt and regularly review financial recording and reporting systems that promote effective internal controls and aid financial decision making.</p> <p>2.2 Develop and maintain diverse and sustainable initiatives that assist the Club to meet both its operating and capital expenditure requirements.</p> <p>2.3 Develop and maintain a three-year rolling budget plan in all areas of revenue and expenditure.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Treasurer / Board</p> <p>Treasurer / Board</p> <p>Treasurer</p>	<p>Commenced</p> <p>Commenced</p>

Buninyong Bowling Club Strategic Plan 2020-23
Focus Areas: Infrastructure and Health & Safety

SPECIFIC AREA OF ATTENTION	GOAL(S)	MAINTENANCE / IMPROVEMENT STRATEGIES	WHEN	WHO	PROGRESS
3. Infrastructure (Facilities, clubrooms, equipment, greens and surrounds)	To ensure our members have access to high quality, purpose-specific facilities and equipment, in both a playing and social context	<p>3.1 Install a synthetic green to replace the club's smaller green, with provision for suitable shade and lighting.</p> <p>3.2 Continue to maintain high quality greens, facilities, equipment and surrounds.</p>	<p>30/09/22</p> <p>Ongoing</p>	<p>Board / IHSSC / IC</p> <p>Greens Director, Greenkeeper, IC, volunteers, Board</p>	<p>Continued from previous strategic plan.</p> <p>Some aspects of this strategy have already commenced.</p>
4. Health, safety and well-being (Infrastructure and equipment, safe operations and practices, member well-being)	Members continue to provide feedback that the club provides a safe, healthy and supportive environment.	<p>4.1 Implement a comprehensive COVID-19 protection plan, including member awareness and compliance.</p> <p>4.2 Implement specific strategies that focus on the following areas:</p> <ul style="list-style-type: none"> • complying with GoodSports guidelines • maintaining cleanliness of clubrooms and surrounds • expanding member welfare program • providing better access to club facilities for people with disabilities • identifying and reducing hazards and biohazards • ensuring all club equipment is functional and safe and that volunteer members are competent in its use • ensuring the club and its members meet food safety requirements • ensuring equipment required for health emergencies is available and functioning. 	<p>30/9/20</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Board / IHSSC / HSC</p> <p>Board / HSC / IHSSC / IC / Volunteer Coordinators</p>	<p>Commenced</p> <p>Commenced</p>

Buninyong Bowling Club Strategic Plan 2020-23
Focus Areas: Bowling/Player Development

SPECIFIC AREA OF ATTENTION	GOAL(S)	MAINTENANCE / IMPROVEMENT STRATEGIES	WHEN	WHO	PROGRESS
5. Coaching	To implement a structured coaching program that caters for all levels of bowling, from introductory to advanced.	5.1 Develop and implement a club-wide coaching program that includes the following components: <ul style="list-style-type: none"> • appointment of an appropriately qualified and experienced club coach • appointment of a coaching coordinator and a coaching panel • development of a structured coaching plan 	30/08/2022	Board	
			30/06/2021	Board	
			30/09/2021	Coaching panel	
6. Bowling practice	To provide a purposeful practice program that incorporates structured activities to improve skills and experience. To provide opportunities for bowling practice in a social and fun environment.	6.1 Implement a structured and targeted practice program that meets the needs of all members. 6.2 Ensure that the club practice program allows for a balance between structured and 'free' practice.	30/09/2021	BPDSC / Coaching panel / Selectors	
			Ongoing	Selectors/ Coaching Panel	
7. Player Development	To ensure that bowlers are developed in all aspects of the sport.	7.1 Organise and conduct induction meetings and training/mentoring programs for new and current members. [Please note: The induction and mentoring programs overlap with MCEV Strategy 13.2]. 7.2 Design and conduct training and development programs for all facets of the game as required.	30/06/2021	BPDSC	
			30/06/2021	BPDSC	

8. Selection	To ensure that all members follow the prescribed club Selection Policy	8.1 Review the club's Selection Policy to develop a policy that covers all relevant aspects of the selection process and ensure that the policy is communicated to all members to promote awareness, understanding and compliance. 8.2 Develop processes to ensure regular and effective communication between selectors and club members.	Pre-pennant season ASAP / Ongoing Pre-pennant season / Ongoing	BPDSC / Board / Selectors BPDSC / Board	
9. Pennant performance evaluation	To implement a pennant player performance evaluation system that provides objective and accurate feedback to selectors and players.	9.1 Implement a Pennant Performance Evaluation System (PPES), the data from which should be utilised to support selection.	Prior to the next pennant season	BPDSC / Selectors	
10. Club events	To increase participation in club events and ensure that event administration adheres to club policy	10.1 Review club events to establish the rationale behind conducting the club event program and then implement changes as required.	30/06/2021	BPDSC / Match Committee / Board	
11. Club tournaments	To improve participation and revenue from club tournaments.	11.1 Establish the purpose and rationale behind the club tournaments program and then review the current tournament program to assess the viability of each event.	30/06/2021	BPDSC	
12. Indoor bowls	To maintain the club's indoor bowls program and to increase participation levels.	12.1 Review the current organisation of the indoor bowls program and competition, to promote and increase participation	30/06/2022	BPDSC / Indoor Bowls Match Committee	

Buninyong Bowling Club Strategic Plan 2020-23

Focus Areas: Membership, Community Engagement and Volunteerism

SPECIFIC AREA OF ATTENTION	GOAL(S)	MAINTENANCE / IMPROVEMENT STRATEGIES	WHEN	WHO	PROGRESS
13. Membership	To ensure members are informed, engaged and involved in club activities	13.1 Continue to recruit people into roles that increase communication with and support for, our members. These include: <ul style="list-style-type: none"> • Membership Officer • Clubrooms Booking Officer • Male and female Welfare Officers • Publicity Officer • Social Media Coordinator [This strategy overlaps with and complements GF Strategy 1.7]. 	Annually / Ongoing	Board	Commenced
		13.2 Continue to develop information resources and implement events that promote better communication with our members, in particular: <ul style="list-style-type: none"> • Club members' booklet • Induction kit for all new members • Induction / member information meetings prior to commencement of season • Monthly club newsletter [This strategy overlaps with and complements GF Strategy 1.7 and PBDSC Strategy 6.1]. 	Annually / Ongoing	MCEVSC (in collaboration with BPDSC for induction kits and meetings) / Board	
		13.3 Ensure all members, regardless of membership category, are included in general club correspondence [This strategy overlaps with and complements GF Strategy 1.7].	Ongoing	Secretary	
		13.4 Develop Member Emergency Contact Policy. Encourage all members to complete and carry emergency contact information in their bowls bag.	31/12/2020	MCEVSC / Board	
	To maintain sustainable levels of membership in all categories.	13.5 Continually monitor membership levels in all categories and adjust membership targets and recruitment strategies accordingly.	Ongoing	Board	

<p>14. Community engagement</p>	<p>Increase public awareness of the club and its facilities and promote the sport of bowling within the local community.</p>	<p>14.1 Continue to implement and strengthen bowls events that have proven successful in engaging members and the broader community in general, particularly the Corporate Cup and Sunday Breakfast Bowls.</p> <p>14.2 Actively investigate and where appropriate, implement new and emerging forms of the game of bowls for non-members.</p> <p>14.3 Design a club promotion / information brochure for member and local public distribution.</p> <p>14.4 Regularly contribute to, and advertise in, the free local community newspapers.</p> <p>14.5 Investigate reciprocal membership with local golf and football / netball clubs.</p> <p>14.6 Continue involvement with the Buninyong Primary School and to conduct the school bowls program. Where the opportunity arises, expand this program to other primary and secondary schools.</p> <p>14.7 Promote the availability of hiring the clubrooms to members and non-members.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>30/6/2021</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>MCEVSC</p> <p>MCEVSC</p> <p>MCEVSC</p> <p>MCEVSC / Publicity Officer</p> <p>MCEVSC</p> <p>MCEVSC Coaching Panel</p> <p>All members / Clubrooms Booking Officer</p>	
<p>15. Volunteerism</p>	<p>Increase participation of members in volunteer positions and activities at the club.</p>	<p>15.1 Appoint a Volunteers Coordinator to facilitate and assist all areas of volunteering.</p> <p>15.2 Conduct an analysis identifying all areas at the club that are in need of volunteers.</p> <p>15.3 Implement a focused program to promote volunteerism at the club. Possible strategies include:</p> <ul style="list-style-type: none"> • emphasising the importance of volunteerism to the viability of the club • making it clear to new members about the club's expectations around volunteering 	<p>31/06/2021</p> <p>31/06/2021</p> <p>31/06/2021/ Ongoing</p>	<p>Board</p> <p>MCEVSC</p> <p>MCEVSC, Board, all members</p>	

		<ul style="list-style-type: none"> acknowledging and rewarding members who make significant contributions to the club <p>15.4 Continue to appoint managers to areas that require volunteer coordination. These include:</p> <ul style="list-style-type: none"> Bar Manager Clubroom Booking Officer Corporate Cup Coordinator 	Ongoing	Board	
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APPENDIX A

BBC Strategic Plan 2016-19 Review Executive Summary

STRENGTHS / SUCCESSES

By any standard, BBC has been very successful over the period covered by the current strategic plan.

- The Club is well managed financially and each year the club makes a respectable profit. All of the club's financial recording and reporting obligations have been met and the club has been quite successful in acquiring sponsors and business partners.
- The club's membership has increased by 20% over the last six years and this trend is expected to continue over the next three years.
- Community engagement activities have all been effective, especially the Corporate Cup competition. The Girls on Grass program, Friday Community Bowls and Sunday morning Breakfast Bowls have also been very important in community involvement and member recruitment.
- The club continues to have teams in indoor and outdoor pennant finals each year. The 2018/19 season was an exceptional year with six outdoor pennant sides in finals, with four of these winning the Premiership. The club also won three indoor pennant premierships in this period.
- Coaching and player development activities have been improved and increased over the last two years and this is expected to improve further over the next three years.



AREAS FOR IMPROVEMENT

Areas we need to reassess and develop more effective strategies over the next three years include:

- Replacing the smaller grass green with a synthetic surface.
- Improving pennant selection processes. The club needs to provide better support for selectors and to ensure members use approved processes to air any grievances regarding selection decisions. The idea of having one selection committee for both Saturday and Monday pennant competitions has been raised, but this has been rejected a number of times. Despite this, it is probably the appropriate time to trial one committee early in the 2020-2023 Strategic Plan.
- Assessment of player performance in pennant competition needs to improve. A more systematic and objective approach that integrates well with pennant selection needs to be developed.
- Reviewing club tournaments. The club needs to investigate alternative formats and dates for tournaments.
- Improving the club's coaching program. The club needs to develop more comprehensive and systematic approaches to coaching for both new and experienced players.
- Recruiting younger players.

APPENDIX B

BBC SWOT Analysis 2020 Executive Summary

STRENGTHS	WEAKNESSES
<p>The club:</p> <ul style="list-style-type: none"> ➤ is inclusive, supportive, and welcoming of both members and non-members; it is a very sociable club where one can make friends; it has a good culture and members participate well in social activities ➤ has good facilities (greens, clubrooms, bar) and is located in a picturesque environment; in particular, the club has excellent greens ➤ has sound governance and is well organised at Board and sub-committee levels; it is always trying to improve; in particular, the club is managed well financially ➤ has a good culture of volunteerism ➤ provides good social functions/activities for a range of groups (e.g. families, school children), and is good at engaging with the community ➤ encourages members to improve their bowling via coaching and mentoring; it promotes good sportsmanship ➤ has a winning culture, is good at winning games and premierships, and maintains a high standard of bowling ➤ has a growing membership ➤ has great afternoon teas ➤ encourages men and women to participate/mix in teams. 	<p>The club:</p> <ul style="list-style-type: none"> ➤ has a number of issues surrounding pennant selection: <ul style="list-style-type: none"> • lack of transparency/communication about decisions • ineffective player performance rating system • lack of feedback about player performance • selectors not monitoring player performance equally across all divisions • lack of coordination across Saturday and Monday pennant competitions (eg. some players not getting a game while others get two games) ➤ needs to improve/expand its coaching arrangements; it needs a more structured/coordinated approach to player/bowling development, and it needs to make better use of practice sessions to improve player/bowler development. ➤ needs more members to volunteer. It relies on too few/same members to do all the work. ➤ needs to improve its induction/support for new members; new members can feel lost and left to fend for themselves ➤ needs to expand its engagement in the community and with families ➤ desperately needs a synthetic green; the lack of a suitable surface restricts bowling out of pennant season and restricts expansion of social activities that typically comes with having such a surface ➤ is not attracting younger players and needs to do so; the game of bowling is seen as an older persons' game ➤ is growing beyond its capacity to provide games for all players; it is becoming too big ➤ needs to improve its communication with members ➤ needs to ensure leadership and strategic planning become more transparent and consultative.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ➤ Engage more with the local community by: (a) using / expanding our facilities to raise funds; (b) improving connections with families with young children; (c) advertising / promoting its services / facilities and (d) expanding community bowls activities ➤ Raise more funds via: (a) recruitment of more sponsors and (b) applying for more grants; it should establish a grants / funding sub-committee ➤ Expand competitive and social bowling opportunities outside of pennant season (particularly by installing a synthetic surface) ➤ Recruit new players / members (especially younger players and females) ➤ Improve / expand the club's coaching program 	<ul style="list-style-type: none"> ➤ COVID-19 poses a threat to the health and well-being of BBC members and the club's financial viability ➤ The policies and decisions made about pennant competitions by external key stakeholders are affecting the viability of these competitions and the financial viability of smaller clubs. ➤ The negative behaviours, attitudes and practices of certain individuals and/or groups within the club will cause other members to leave the club. ➤ A reduction in funding from Ballarat City Council (and/or other government organisations) or our sponsors, poses a threat to the financial viability of the club. ➤ Club members are concerned about the impact that vandalism and climate change will have on the club's infrastructure, especially the greens

A summary of the SWOT analysis was circulated to all members in the BBC newsletter in July 2020.

APPENDIX C

BBC Strategic Planning Subcommittees

SUB-COMMITTEE	FOCUS AREAS	MEMBERSHIP
1. Governance and Finance	<ul style="list-style-type: none"> • Governance and administration • Strategic planning • Communication – internal and external • Financial management 	<ul style="list-style-type: none"> • Ian Voigt (Chair) • John Beames • Chris Kruger • Wayne Morgan • Sue Simmonds • Steve Falconer
2. Infrastructure and Health & Safety	<ul style="list-style-type: none"> • Facilities • Clubrooms • Equipment • Greens and surrounds • Infrastructure and equipment safety • Safe operations and practices • Member well-being • COVID-19 protocols 	<ul style="list-style-type: none"> • Ian Voigt (Chair) • Ross Pilkington • Julie Pobjoy • Chris Kruger • Keith Chapman • Jeffrey Douglass
3. Bowling and Player Development	<ul style="list-style-type: none"> • Coaching • Bowling practice • Player development • Selection (pennant competitions) • Pennant performance evaluation • Club events • Club tournaments • Club events • Indoor bowls 	<ul style="list-style-type: none"> • Wayne Morgan (Chair) • Barbara Voigt • Helen Slater • Yvonne Clark • Allan Donelly
4. Membership, Community Engagement and Volunteerism	<ul style="list-style-type: none"> • Support for existing members • Recruitment of new members • Community engagement • Promotion of the club and the sport of bowls • School bowls program • Hiring of club facilities • Volunteerism 	<ul style="list-style-type: none"> • Sandra Chapman (Chair) • Stuart Josephs • Sue Simmonds • Rhonda Woodrow • Helen Slater, • Yvonne Clark • Christina Gollan • Jack Forsyth • Terry McDonald