



Buninyong Bowling Club

STRATEGIC PLAN 2024-27

The Buninyong Bowling Club (BCC) Strategic Plan 2024-27 was developed through a collaborate process that involved the following steps:

- Review of the BCC Strategic Plan 2020-23 in January 2024.
- Implementation of SWOT (strengths, weaknesses, opportunities, threats) survey in January and February 2024.
- Gradual and systemic development of the Strategic Plan by the BCC Strategic Plan Subcommittee. This committee consisted of four members from the Board of Management (BoM) and four non-Board members. The final draft of the Plan was completed 23rd May and submitted to the June meeting of the BoM for approval.

The Plan is built around five focus areas:

- Focus Area 1: Membership and Recruitment.
- Focus Area 2: Bowling and Player Development.
- Focus Area 3: Facilities (with emphasis on maximising use of the new synthetic green).
- Focus Area 4: Volunteerism and Engagement of Members and the Community.
- Focus Area 5: Governance and Finance.

Each focus area contains the following sections:

- **Focus statement:** Explains the specific strength, weakness, opportunity, or threat (or combination of these) of the focus area in question.
- **Goals:** Identifies the desired outcomes that the Club should aim to achieve over the three years period.
- **Strategies:** Contains the **primary** strategies that are expected to promote the viability, relevancy, and competitiveness of the Club between 2024-27.
- **When:** Identifies timelines for when strategies should be implemented and reviewed.
- **Who:** Identifies who is responsible for implementing the relevant strategy – this may be a committee, group, or an individual.
- **Maintenance strategies.** These are the activities we regularly implement each year. These, at the very least, need to be maintained or improved where required.

	<ul style="list-style-type: none"> • subsidising membership for new bowlers (for first year only) • introducing a 'Limited Game' membership category that will allow potential pennant players to play pennant around their family / work commitments. <p>4. Trial changes to pennant selection processes that make it attractive for new bowlers with family/work commitments to play limited number of pennant games, for example:</p> <ul style="list-style-type: none"> • provide an 'availability list' for 'Limited Game' players to indicate their availability and ensure that Selectors are aware of their availability • consider allowing friends to play together in the same rink with appropriate supervision 	2024-25 Season ongoing	BoM, Selectors	
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Maintenance strategies for Focus Area 1

Strategy	Responsibility
1. Continue implementing successful well-established bowling programs that promote short- to long-term recruitment of new bowlers, including <ul style="list-style-type: none"> • corporate bowls • social bowls (see Focus Area 3 for more details) • Buninyong Primary School bowls program. 	BoM, Club coaches, Events/Social Committee
2. Actively investigate and where appropriate, implement new and emerging forms of the game of bowls for non-members.	BoM, Volunteerism and Engagement of Members and the Community Subcommittee (VEMCSc), Bowling and Player Development Subcommittee (BPDSc)
3. Develop Member Emergency Contact Policy. Encourage all members to complete and carry emergency contact information in their bowls bag.	BoM

	<p>activities by developing activities based upon player needs and requests</p> <ul style="list-style-type: none"> • providing coaching assistance to those players experiencing slumps/inconsistency/wanting to improve <p>4. Ensure that practice / training sessions are implemented at least 4-6 weeks prior to the first pennant game, involving booking greens at other available clubs if our greens are unavailable.</p> <p>5. Make better use of practice / training time by:</p> <ul style="list-style-type: none"> • allocating a specified practice time for both Tuesday and Saturday pennant teams to practise as a team (e.g., Monday afternoon for Tuesday pennant) • following pennant matches, individual team members to nominate a skill that they feel the rink needs to focus on and then skips select one of these nominated skills for team training on either Wednesday or Thursday • players, skips, coaches, and selectors all to be involved in the process. <p>6. Maximise use of synthetic green for coaching and organised practice, including:</p> <ul style="list-style-type: none"> • players practise on the surface they will be playing on in upcoming games • grass v synthetic green variations • pre-game practice on the relevant surface. 	<p>Pre-season 2024-25</p> <p>2024-25 season Ongoing</p> <p>As soon as synthetic green is available</p>	<p>BoM, BPDSc</p> <p>BoM, BPDSc</p> <p>BoM, BPDSc</p>	
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Maintenance strategies for Focus Area 2

Strategy	Responsibility
1. Continue to appoint and make use of Player Advocates.	BoM
2. Review the Club's Selection Policy and communicate changes to players at first pre-season members' meeting.	BoM and Selectors

3. Arrange for at least three pre-season practice games for both Saturday and Tuesday pennant players.	Selectors (in collaboration with Secretary)
4. Continue to provide opportunities for social bowling activities (see Focus Area 3 for more details)	BoM / Events/Social Committee
5. Review Club events to establish the rationale behind conducting the Club event program and then implement changes as required	BoM / Match Committees
6. Establish the purpose and rationale behind the Club tournaments program and then review the current tournament program to assess the viability of each event	BoM / Match Committees

Focus Area 3: Facilities (with emphasis on maximising use of the new synthetic green)

Focus statement

The installation of a synthetic surface on the Bill Innes green has received Heritage Victoria approval subject to certain conditions; however, a timeline for the commencement or completion of these works is not currently known. The Club needs to take full advantage of the green once it does become available as its installation is central to many of the objectives and strategies listed in this plan. It is so important for our future viability and competitiveness that the Club believes a separate section of the Strategic Plan should be allocated to maximising the use of this surface following its installation.

The Club must continue to work diligently on maintaining its greens, clubrooms, and other facilities to a presentable and functional standard. The club receives regular external feedback that its facilities and environment are of a high standard.

Goals	Strategies	When	Who	Progress
<p>To ensure that the Club takes full advantage of all opportunities that a new synthetic green will offer.</p> <p>SMART Goals:</p> <ul style="list-style-type: none"> • Instigate at least one social bowls activity per week • Investigate the installation of lighting on the Bill Innes green 	<p>1. Organise and conduct a weekly social bowls event (in a format to be decided) on the Bill Innes green. Recommendations:</p> <ul style="list-style-type: none"> • breakfast bowls is the suggested format • organising group to be established • dates to be included in the Club's calendar • advertising of events on Club website and throughout the Buninyong community. 	2024-25 season	VEMCSc Events / Social Committee	
	<p>2. Implement a Friday Triples competition for a minimum of four times during the season. Recommendations:</p> <ul style="list-style-type: none"> • times: 12.00 - 3.30pm • organising committee to be appointed • sponsorship of prizemoney required. 	2024-25 season	BoM, Relevant Match Committee	
	<p>3. Investigate the installation of lighting on the Bill Innes green</p>	As soon as possible	BoM	

Maintenance strategies for Focus Area 3

Strategy	Responsibility
1. Maintain cleanliness of clubrooms and surrounds.	BoM, Greens Committee, Members
2. Maintain the Club's grass green to a high standard.	BoM, Greens Committee, Members
3. Provide better access to Club facilities for people with disabilities.	BoM, Greens Committee, Members
4. Identify and reduce hazards and biohazards.	BoM, Greens Committee, Members
5. Ensure all Club equipment is functional and safe and that volunteer members are competent in its use.	BoM, Greens Committee, Members
6. Continue to work closely with the City of Ballarat: <ul style="list-style-type: none"> • in reporting of maintenance issued that come under their jurisdiction, and • obtaining appropriate certificates for equipment/works/services that come under the Club's responsibility. 	BoM, Secretary, Facilities Officer, Catering Committee.
7. Comply with Liquor Licencing and Good Sports program guidelines.	BoM, Bar Managers

Focus Area 4: Volunteerism and Engagement of Members and the Community

Focus statement

Like most grassroots sporting organisations, Buninyong Bowling Club is reliant upon the contributions of volunteers. The administrative and functional workload of the Club is constantly carried by a small percentage of members, leading to the possibility of 'volunteer burnout'. The Club requires a larger percentage of its members to volunteer for tasks and roles.

With feedback from members indicating that the Club needs to become more engaged with the Buninyong community and surrounding areas, the Strategic Plan recognises the Club's aim to become an integral hub of the community (see Mission Statement). Although the Club already does this to a certain degree with community meetings and functions, expanding the Club's involvement with the community will increase the possibility that we might recruit more members as a result.

Goals	Strategies	When	Who	Progress
<p>To increase the numbers of Club members who participate and volunteer in Club roles and activities.</p> <p>To promote the Club's facilities and activities within the local and wider community.</p> <p>SMART Goals</p> <ul style="list-style-type: none"> • Increase the proportion of members that volunteer at the Club • Increase the number of social activities with the purpose being to engage more members of the Club and the local community 	<ol style="list-style-type: none"> 1. Appoint a Volunteers Coordinator to manage the Volunteerism Plan at the Club. 2. Establish a Volunteerism Plan that includes: <ul style="list-style-type: none"> • mapping of the Club's structure to demonstrate to members the roles that require member engagement • developing a list of volunteer positions that require filling • making it clear to new members about the Club's expectations around volunteering and the importance of volunteerism to the viability of the Club • seeking the support of members to volunteer for any of these roles • publishing a weekly list of tasks where members can volunteer to help (members email, clubrooms noticeboard) • being specific with the task required and the length of time required of the volunteers • establishing rosters and volunteer availability • accepting that new volunteers may have a different way of achieving the task at hand 	<p>2024-25 pre-season</p> <p>2024-25 season Ongoing</p>	<p>BoM</p> <p>BoM</p>	

	3. Implement regular social bowls events (as described in Focus Area 3).	2024-25 season	VEMCSc Events / Social Committee	
	4. Develop a presence at the local Buninyong Market by having a display and information marquee.	ASAP	BoM	
	5. Design a Club promotion / information brochure for member and local public distribution (also mentioned in Focus Area 1)	ASAP	BoM	

Maintenance strategies for Focus Area 4

Strategy	Responsibility
1. Regularly contribute to and advertise in the free local community newspapers.	BoM, Recruitment Officer, Members and Recruitment Subcommittee (MRSc)
2. Promote the availability of hiring the clubrooms to members and non-members.	BoM, Events/Social Committee
3. 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 (also mentioned in Focus Area 1) • Induction / member information meetings prior to commencement of season • Regular Club newsletter 	BoM, Secretary, MRSc

Focus Area 5: Governance and Finance

Focus statement

In general, the Club has been well managed and is financially sound, however there are aspects of administration and financial management that can be improved. These include:

- Planning for consistency and a degree of longevity in any decisions, policies and processes that are made or developed by the BoM, selection committees and match committees so that they are not changed whenever new groups are elected or appointed.
- Ensuring that there is a process in place to manage the Club's Constitution and By-Laws and how they are implemented and followed.
- Managing the annual changeover of members on the BoM and committees so that new members undergo an induction process to encourage consistency of governance.
- Maintaining focus and commitment to implementing and reviewing the current strategic plan.
- Developing a 3-year Financial Plan will provide the Club with key information and directions for its finances and future spending

Goals	Strategies	When	Who	Progress
<p>To conduct the Club's management and financial affairs in a manner that is effective, efficient and ethical and to ensure that these processes are transparent to all members.</p> <p>SMART Goals</p> <ul style="list-style-type: none"> • Members continue to report that the Club is well managed and financially sound. • Financial reports indicate that the Club is continuing on a sound financial trajectory. • The Club regularly achieves the Focus Area and maintenance strategies listed in this Strategic Plan. 	<ol style="list-style-type: none"> 1. Put proposal to 2024 AGM meeting to have staggered 2-year BoM positions. 2. Improved education of members about roles/functions of Constitution, By-Laws, policies and procedures, including: <ul style="list-style-type: none"> • displaying Constitution and By-Laws in clubrooms • distributing a copy of the Constitution and By-Laws to each member at pre-season SGM / Members' Night 3. Improved knowledge and usage of the Club's By-Laws by the BoM to minimise repeated discussion/decisions on the same issues. 4. Implement structures / processes to ensure that the focus on the Strategic Plan does not wane over 2024-27 and that the Strategic Plan is implemented and reviewed over the 3 years, including: <ul style="list-style-type: none"> • education of members • strategic planning focus areas are standing agenda items on BoM meeting minutes 	<p>AGM 2024</p> <p>Pre-season 2024-25</p> <p>Ongoing</p> <p>Pre-season 2024-25</p>	<p>Secretary</p> <p>BoM</p> <p>BoM</p> <p>BoM, Governance & Finance Subcommittee (GFSc)</p>	

	<ul style="list-style-type: none"> formation of subcommittees to manage focus areas through the use of with use of Annual Implementation Plans (AIPs). <p>5. Develop a Financial Plan (including a rolling budget) for the next 3 years, outlining an assets inventory, predicted revenue and predicted expenditure on infrastructure and capital items.</p>	September, 2024 (Budget) February, 2025 (Financial plan)	BoM, Treasurer, GFSc	
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Maintenance strategies for Focus Area 5

Strategy	Responsibility
1. Ensure annual reports to CAV and ATO are submitted each year (after AGM for CAV and ATO by 31 October)	Secretary, Treasurer
2. Ensure Club's Constitution, By-Laws, policies and procedures are reviewed regularly and when required changed via appropriate means (AGM for Constitution, BoM for by By-Laws, policies and procedures)	BoM, Secretary
3. Ensure the Club meets health and safety requirements/regulations (food safety requirements, equipment required for health emergencies is available and functioning.)	BoM, members allocated to related roles
4. Continue to maintain current sponsorship agreements and explore avenues for further business partnerships and sponsorship arrangements.	Sponsorship Coordinator, Treasurer
5. Ensure that contact with sponsors (existing and new) is made prior to the season beginning in August / September with invoices sent to all sponsors by the end of September.	Sponsorship Coordinator, Treasurer
6. Ensure that Match Committees are made aware of tournament sponsorship monies available by the start of the season.	BoM
7. Investigate sponsorship on pennant clothing	BoM, Sponsorship Coordinator