

Brighton Bowling Club inc.



5 Year Strategic Plan

February 2021

Version 3.5

Table of Contents

HISTORY	4
OUR VISION	4
OUR MISSION	5
KEY STAKEHOLDERS	5
CLUB VALUES	6
KEY ISSUES FACING THE BRIGHTON BOWLING CLUB	6
CRITICAL SUCCESS FACTORS FOR THE BRIGHTON BOWLING CLUB	7
LONG TERM ISSUES AND GOALS FOR THE BRIGHTON BOWLING CLUB	8
PILLAR: GOVERNANCE	9
PILLAR: SPORT DEVELOPMENT	11
PILLAR: SUSTAINABILITY / PARTICIPATION PATHWAYS	12
PILLAR – MARKETING, COMMUNICATIONS AND PROMOTION	14
ATTACHMENT 1	15
JOINT AGREEMENT WITH THE BRIGHTON RSL SUB-BRANCH.....	15
ATTACHMENT 2	16
SWOT ANALYSIS.....	16
ATTACHMENT 3	18
BUSINESS ANALYSIS OF THE BRIGHTON BOWLING CLUB.....	18
FINANCIAL ISSUES	19
ATTACHMENT 4	20
ROLE OF COMMITTEES.....	20
ATTACHMENT 5	23
REVIEW OF THE STRATEGIC PLAN	23
ATTACHMENT 5	23
FINANCIAL STATEMENT 2015/2016.....	23

History

The Brighton Bowling Club was formed on 11th March 1919 and played at Crail Brae home of JA Bradshaw, Wattle Ave as the first venue for lawn bowls. The Club moved to Keelara St in 1920 with one green including 5 rinks following a loan from the Brighton Council to purchase the land. The ladies bowling Club was originally called the Brighton Central Ladies Bowling Club played at Brighton Oval, the ladies started hiring 3 rinks from the Men at Keelara St in 1936.

The memorial gates, which have local heritage value, were constructed in 1942 and presented to the Club by Mick Plunkett in memory of his wife Maud. The clubhouse was built in 1960 and now has three greens. Over the years there have been many prominent State players who started at the Club.

An agreement in 2007 was formed between the Brighton RSL and the Brighton Bowling Club to co-locate together in the expanded premises of the Bowling Club.

The Brighton RSL Bowling Club disbanded with most members joining the Brighton Bowling Club. The combined upgraded premises was a \$1.2 million project to enhance the existing club house which included the increased size of the premises, bar facilities, kitchen and a lounge area which houses 2 full size snooker tables.

A new lounge was built onto the western end of the building in 2014 together with extended offices and storage which was badly needed.

The Greenkeepers shed was replaced with a new one located in Keelara Street.

The club created a '**motto**' which is reflected on an ongoing basis as a friendly club "*Absit Invidia*", "***let there be no ill will***".

Centenary

The founding committee and members are to be congratulated on the foresight to commence this great club on the 11th March 1919.

For the club to prosper and grow is a credit to past Presidents, committees, and members. Celebrating 100 years is a wonderful achievement, especially in today's era where many sporting clubs are struggling to survive.

Over the years the Club has developed through the following, Club house built 1920-21, Additional land purchased 1929, Brighton Women's Bowling Club formed 1935, New Clubhouse built 1960, Partnership with Brighton RSL club commenced 2008, Hosted China in the World Bowls Championships 2012.

A Centenary Tournament ran on 11th March 1919, exactly 100 years since the founding of the Club.

Our Vision

To grow and remain a vibrant, successful and friendly bowling club with no ill will between members.

Our Mission

- To support and promote bowls within the community.
- Remain a friendly cohesive bowling club that attracts all types of players to become active members and to develop all pennant teams to enable a linear progression of teams from Premiership through the divisions.
- To develop and coach Brighton Bowling Club members to do their best and effective level of bowling.
- To retain a sustainable business partnership with the Brighton R.S.L.
- To grow as a friendly inclusive club for the community, that encourages members to provide excellent and accessible bowling and social experiences for all.

Key Stakeholders

- Brighton RSL Sub-branch
- Brighton Bowling Club membership
- City of Holdfast Bay Council
- Metropolitan Bowling Association
- Bowls SA and Bowls Australia
- State Government, Department for Recreation and Sport
- State Member of Parliament – Mr Corey Wingard MP
- Federal Member for Boothby – Nicolle Flint MP
- Department of Veteran Affairs
- Local residents and community
- Star Club
- Good Sports
- Clubs SA

Club Values

We are passionate about conducting our sport with:

- Integrity:** Our Club will always act with integrity and honesty.
- Fairness:** Fairness and fair play will always be at the heart of our Club, its intentions and activities.
- Respect:** We will earn respect as a Club and a sport through continued efforts to promote the positive and enduring impact of lawn bowls through the community. We will support participants at all levels and ages, encouraging diversity and acknowledge the ongoing efforts of our Club volunteers, stakeholders and sponsors.
- Excellence:** From success in competition to the performance of our members in their roles, we believe this Value should underpin every effort, publicly and private.
- Teamwork:** We all work together for the betterment of the Brighton Bowling Club and all stakeholders.

Key Issues Facing the Brighton Bowling Club

- Ensuring that the **Club Greens** are in optimal condition all year round
- Maintaining a **united cohesive** club
- Ensuring the close working relationship with the **Brighton RSL**
- Ensuring the **financial strength and viability** of the club by good governance and financial management
- Monitoring the club **membership** and increase where required
- Succeeding with **new initiatives**
- Significantly increase the sponsorship, ensuring an increase in the Club's revenue
- Increasing the number of '**volunteers**' to enable greater sharing of the workload
- Enable the Keelara Centre to become more accessible by the **community**
- Maintain or increase the number of **social** activities available to members
- Maintain and further develop the **relationship** with the City of Holdfast Bay Council
- Adherence to the **Equal Opportunities Act**.
- Offer a **structured course** to the community for new players to either join the club or play night owls
- Be **inclusive** to members from all diverse cultures and **disabilities**

Critical Success Factors for the Brighton Bowling Club

- Ensuring the maintenance of a friendly and **united** club by listening to members and providing good communications.
- **Financial strength-Maintain and improve revenue streams, Ensure spending is approved, appropriate and prudent**, but spending prudently.
- Maintain a **healthy relationship** with the Brighton RSL by working together for the common goal, with regular joint meetings as part of the joint structure for the Keelara Centre, ensuring that there is always good communications between the two parties.
- Monitor and maintain the **membership to agreed levels**.
- Succeeding with **new initiatives**, by continuing planning sessions, the committee must continue thinking outside of the square (Learn to Play Bowls course, and various social events),also using Internet vouchers for additional night owl players for Thursdays where there is room.
- Increased **sponsorship** revenue, by providing greater incentive to sponsors, by providing a sponsorship package for the different grades of sponsorship and offering use of the Keelara Centre facilities to major sponsors.
- Sharing the workload among members, by asking members for a list of what their skills are and where they would be willing to help.
- Develop and maintain an excellent **business relationship** with The City of Holdfast Bay Council, by inviting council members and employees the use of the Keelara facilities.
- Active **coaching group** helping, new players and existing members. Train new bowlers via a structured course.
- Better channels of **communication** with members, by increased information on the club's Internet page and Facebook page, greater information on the notice boards, enable members to discuss issues with the Board prior to each meeting. Include the possibility of a members' forum once a year to gather feedback. The use of email has now also been used as a communication medium.
- Ensure the role of Member Advocate for members is clear and communicated
- Maintain or increase the number of **social** activities available to members.
- Adherence to the **Equal Opportunities** Act.
- **Star Club re-accréditation** annually (Jan 2020)
- Cater for players with a **disability** by enabling wheelchair access and also having a long arm assist where players are having back problems.

Long Term Issues and Goals for the Brighton Bowling Club

- Ensuring that the club has a linear progression of teams through to Division 1 Saturday and Wednesday within the Pennant League and Premiership for the Ladies.
- Run three annual high-profile tournaments, namely Gala Day, a Skin's day and an Adelaide Cup plus a Fun twilight Tournament. Obtain good sponsorship for each event to enable good prizes.
- Ensure that the greens are always in peak condition by contracting a good Greenkeeper.
- Ensure that the grounds and greens surrounds are safe and well maintained, the carpet edging needs to be replaced and some of the green back boards may also need replacing.
- Replace shelter for B and C greens, as current shelter is being degraded by rust.
- Replacement of 2nd green's roller.
- Replacement of carpet surrounding each green as a priority.
- RE-cable the external speakers and review current audio/visual issue where audio and visual cannot operate simultaneously.
- Replace scoreboards to each green.
- Build new cabinets for storage along the southern hall wall.
- Look at refurbishing the lady's locker room.
- Install hot water for the men's toilet.

Pillar: Governance

Objective	Strategy	Resource	Responsibility	Timeframe
Provide leadership and direction that supports and promotes the objectives of the Brighton Bowling Club	<ul style="list-style-type: none"> • Ensure good Board processes that demonstrate leadership and commitment to the sport of Bowls at the Brighton Bowling Club. • Listen to the wishes of the membership 	Board of Management	President	Annually
Develop structures that support effective Governance of the Brighton Bowling Club	<ul style="list-style-type: none"> • Review the constitution annually. • Review and write where required, role statements for volunteer positions and various procedures carried out to ensure repeatability rather than “reinventing the wheel” each time something is done. 	Board of Management	President	Annually
Develop a financial model to support the core business	<ul style="list-style-type: none"> • Develop a budget model that ensures core business is funded and sustainable • Provide comprehensive financial and operating reports to each Board meeting to meet governance requirements and effective revenue by the Board. • Ensure that non-core activities are self-sustaining and approved by the Board. 	Board of Management	Treasurer	Annually
Pursue income generation to support the activities of the club	<ul style="list-style-type: none"> • Ensure effective sponsorship practices that exceed sponsors requirements • Establish a pool of potential sponsors and develop partners/sponsors. • Review income generation activities which include sponsorship, hall hire, raffles, tournaments and various fundraising activities • Identify and develop projects that develop the sport including 	Board of Management	President / Secretary	Annually

	<p>major tournaments</p> <ul style="list-style-type: none"> • Review available grants and have projects prepared, prior to the grant application, each year having a concept of what expenditure will be required in the foreseeable future • Grants are normally in different categories and will not always fit with our needs 			
<p>Create a policy for the provision of services as they relate to Covid requirements</p>	<ul style="list-style-type: none"> • A policy for running pennants and Night Owls has been established to enable safe practices at the Club • Review the policy as Government requirements change 	<p>Board of Management</p>	<p>President</p>	<p>Annually</p>

Pillar: Sport Development

Objective	Strategy	Resource	Responsibility	Timeframe
Provide coaching and training for members	<ul style="list-style-type: none"> Organise effective regular coaching sessions which include exercises, drills, strategy talks and discussions 	Coaches	Coaching Group	Pennant season
Club Championship competitions	<ul style="list-style-type: none"> Arrange Club Championship tournaments in different categories where the winners receive the right to have their names on the club's Honour Board. The Pairs and Singles winners progress to the regional level and winners on to the National Champion of Champions competition. 	Tournament Manager and Club Championship Manager	Vice President Club / Secretary	Pennant season
Major Tournament competitions	Organise Four Major Tournaments to encourage players from other clubs: <ul style="list-style-type: none"> Ladies Gala Day- Open Fours Major Tournament - March Men's Skins Tournament – February Fun Twilight Tournament -January 	Vice President, Bowls Director	Board of Management	Annually
Social Tournaments	The club has two social tournaments: <ul style="list-style-type: none"> Tuesday Open Triples Friday Pairs 	Tournament Managers	Board of Management	Annually
Presentation Night Dinner	A dinner where all Championship finalists are recognised and receive their Club Championships awards together with any other awards for members.	Vice Presidents Club and Bowls Director	Board of Management	Annually

Pillar: Sustainability / Participation Pathways				
Objective	Strategy	Resource	Responsibility	Timeframe
The Saturday Open Pennants teams should aim for a linear progression from Premiership through to Division 7	<ul style="list-style-type: none"> • Coach selected development players (squad). • Ensure good selection processes, whereby players are selected only on their ability. The Board has approved an updated selection policy document. • Encourage players to participate in the coaching/training sessions to enable them to increase their bowling capability. • Ensure that the coaches are utilised in the most efficient manner within training sessions. • Encourage all coaches to attend coach's refreshers sessions run by Bowls SA. • Increase the number of skills practice days during the season. • Use respected non-playing members if available to review matches and advise the selection panels on players who could be promoted. 	<p>Coaching Group</p> <p>7 accredited coaches within the club</p> <p>Bowls SA Coaching Days</p>	Vice President Bowls Director	Pennant season
Expand the role of Member Advocate who will advocate for Pennant players.	This person would not be a selector but be involved with selection to understand the reasons for team changes and provide advice and advocate on behalf of players at the commencement of the selection process.	One member per gender	Board of Management	Annually

Promote Night Owls Tournaments from within the community	Run annual “Learn to Play Bowls” courses, or “Come and Try” days to promote both the sport and the club activities. The club continuously needs to refresh membership and increase the night owl participation.	Board of Management and Coaches	Coaches	Annually
Increase the number of volunteer members and decrease the reliance on the few	Personal request to selected members and also send a survey to member’s asking their preferred options for being a volunteer. This would be sent out with their annual pennant questionnaire and invoice.	Board of Management	Secretary/ Treasurer	Annually

Pillar – Marketing, Communications and Promotion

Objective	Strategy	Resource	Responsibility	Timeframe
<p>Market the club activities and increase Night Owl Participation</p>	<ul style="list-style-type: none"> Update a new colourful flyer each year giving details about the clubs activities and the “learn to play bowls” course or “Come and Try” day being offered. Consider the most efficient distribution method for the flyer Facebook, shopping centre car parks (Australia Post, Messenger newspapers or junk mail delivery). Advertise in the Holdfast and Marion Council’s newsletters, Internet discount vouchers organised to encourage new bowlers for Thursday nights, coaching provided. 	Board of Management	Coaches	Annually
<p>Increase sponsorship revenue by 120% each year</p>	<ul style="list-style-type: none"> Highlight areas where the joint BBC and RSL approach can offer an incentive package to prospective sponsors Provide greater incentives at no cost for major sponsors including: <ul style="list-style-type: none"> Annual use of the hall/kitchen Sponsors use of the green Sponsors night dinner. Marketing material being provided to members 	J Kirby	Sponsorship group	Annually
<p>Improve communications with our membership</p>	<ul style="list-style-type: none"> Ensure the best communications within the club by means of the following: <ul style="list-style-type: none"> Club’s Internet site Facebook Email Verbally during breaks in pennant and social matches Any member is able to voice their opinions or concerns to a Board meeting by arrangement prior to the meeting, by contacting the Secretary beforehand. 	Web Administrators, Facebook administrators emails and general notices	President, Secretary, and Internet/Facebook administrators	Annually

Attachment 1

Joint Agreement with the Brighton RSL Sub-Branch

In the “Heads of Agreement” between the Brighton Bowling Club and the Brighton RSL Sub-Branch include the following sections:

Background

The partners have agreed that in the best interest of both parties they should operate the business of both clubs (hereinafter referred to as “the business”) as one at the premise at Keelara Street Brighton in South Australia (hereinafter referred to as “the Premise”) as joint tenants subject to the arrangements as outlined further in this agreement.

“The Business

The partners agree that:

- 1. They will operate the business jointly but generally the bowling activities including maintenance of the greens will be managed by BBC and the premises and the bar trading will be managed by RSL*
- 2. All income earned and expenditure incurred will be shared equally by the partners*
- 3. They will develop a cash register and computer system to handle all of the revenue.*
- 4. Until finalisation of the agreed structure, management and accounting systems the partners will each keep their own books of accounts and bank accounts and at regular periods of time (to be agreed) the accounts will be combined and moneys will be transferred from one to the other so that each partner attains the same profit or loss as the other.*
- 5. During the period of the Building Construction approximately six months most of the activities of BBC will relocate to the RSL premises.*
- 6. Any changes to this agreement or working arrangements require the approval of both BBC and RSL. In the event of agreement not being reached then the status quo shall continue”*

Attachment 2

SWOT Analysis 2016

STRENGTHS

- Friendly atmosphere
- Excellent greens
- Disabled facilities provided
- Coaching for youth, schools and club membership
- Potential for growth and improvement
- Sound reputation amongst politicians, local council and community
- Good location
- Excellent administration
- Good Night Owls competition
- Formal planning for the future
- Licensed premises
- Competent green-keeping and volunteer staff
- A nucleus of dedicated members
- Ratified open gender policy
- Solar panels installed to reduce ongoing power costs
- Excellent communications through the web site, newsletter and other forms of communication
- Volunteers are acknowledged at an annual dinner
- Experienced Umpires, Mentors and Coaches
- Liaison and co-operation with RSL sub branch
- Largest participating bowling membership within the State
- Excellent relationship with Bowls SA
- Good access to public transport
- Good sponsorship agreement in place
- Accredited with Star Club and Good Sports

WEAKNESSES

- Ageing membership and volunteers
- Club not seen as a business by general membership
- Under-utilisation of club facilities
- Car parking
- Communication lines could be improved
- Too much pressure on a limited number of volunteers
- Difficulty in recruiting youth and new members generally
- Advertising our facilities. The flyer was successful as a one off, but not sure whether any interest in hall hiring.
- Volunteer Rosters
- Training for other areas of the club business ie bar training RSA and kitchen.

OPPORTUNITIES

- Improve revenue streams by leasing out the kitchen, hall and the club's other facilities
- Conduct social functions which caters for new members, younger members and their families and night owl players
- Conduct invitation days to local residents
- Develop a strategy to increase sponsorship.
- Ensure that a complete business like management structure is in place
- Increasing the numbers of participating social and Night Owl bowlers
- Promote disabled facilities
- Conduct tournaments of prestige and significance
- Attract new members with a focus on youth development
- Utilise the web site and Facebook for marketing and promotion
- Tender for elite events
- Accreditation with Star Club and Good Sports
- Identify and communicate management structure
- Re badge Club team name
- Utilise membership as a resource better, diversifying the volunteer base within the club
- Increase coaching for students, new members and existing members
- Increased Hall hire for community events

THREATS

- Diminishing opportunities for sponsorship
- Lack of acceptance of innovative ideas by the membership
- Belief that sponsorships are there only to reduce membership fees
- Insufficient volunteer staff, possibly causing burn out of members
- Members unwilling to try or accept change
- Other competing leisure/social activities
- Reduction in night social bowling numbers
- Ageing membership base
- Synthetic greens at other clubs
- Water costs rising dramatically
- Selection processes

Attachment 3

Business Analysis of the Brighton Bowling Club

Bowling

- Social Bowling Tournaments (Tuesday & Friday)
- Pennants
- Bowling Tournaments
- Night Owls

Club Administration

- Finance
- Membership
- Relationship with Bowls SA and MBA
- Correspondence

Keelara Centre Business Partnership

- Heads of Agreement with the RSL
- Joint Management of Committee
- Shared Costs
- Shared income

Facilities

- 3 Grass greens
- Disabled facilities
- 2 Full size Snooker tables
- Indoor bowls in winter
- Darts in the lounge

Facilities Hire

Hall and Lounge

- Kitchen
- Bowls Greens
- Bar

Fundraising

Sponsorship

- Raffles
- Trading table
- Other fundraising activities
- Social events

- **Membership Drive**

Distribute a flyer each year advertising a learn to play bowls course, or a “Come and Try” day, for new bowlers to increase Night Owls participation in particular as well as attracting the community into the facility.

Financial Issues

Income

Membership Fees

Tournaments

Night Owls

RSL (includes bar) Profit/Loss Sharing

Catering

Social events

Fundraising

Indoor Bowls

Hall Hire

Bank Interest

Raffle income

Major Tournaments

Expenditure

Pennant and League Costs

Tournament Costs

Night Owls

Green Keepers Contract

Catering

Raffle prizes

Cleaning

Audit Fees

Grounds Equipment & Maintenance

Insurance

Interest on Loan and rent with City of Holdfast Council

Utilities (water, electricity, phone)

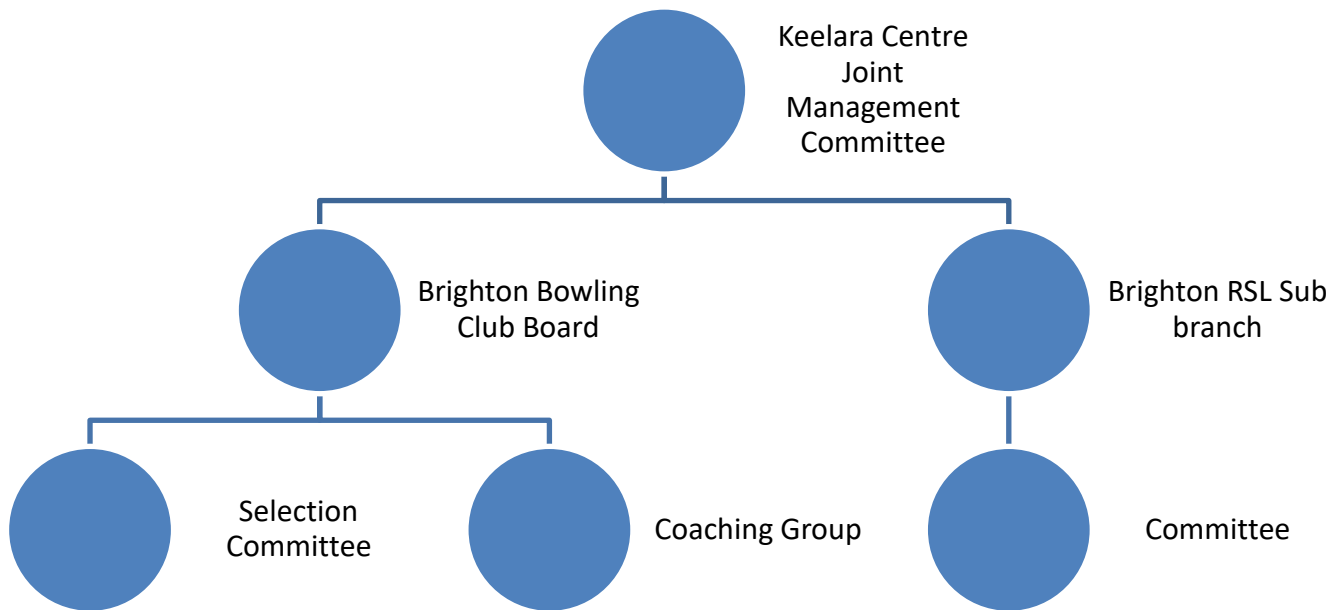
RSL Profit/Loss Sharing

Depreciation of building and equipment

Attachment 4

Role of Committees

Management Structure



Keelara Centre Board

Primary Role	To oversee the operations of the building and joint facilities together with ensuring the success of both organisations into the future in accordance with the constitution of the combined groups. Ensure the collaboration between members of the BBC and RSL
Composition	President, Secretary and Treasurer of both organisations
Meets	Quarterly or as required
Convenor	Chairperson, alternates between RSL and BBC

Brighton Bowling Club Board of Management

Primary Role	To oversee the management of the Bowling Club and the bowling facilities, ensuring the success of the BBC into the future in accordance with the constitution of the club. Ensure that the club is run as a “not for profit” business to ensure long term financial viability.
Composition	President, Secretary, Treasurer, Vice-President Club, Vice-President Bowls Director, and up to 7 committee members
Meets	monthly
Convenor	President/Secretary

Selection Committee

Primary Role	To select the best available players for each of the respective teams for Wednesday Men’s, Thursday Ladies and Saturday Open competition.
Composition	Board endorsed members representing the majority of the pennant teams playing.
Meets	Weekly during the Pennant season
Convenor	Chair of Selectors

Brighton RSL Management Committee

Primary Role	Manage the Keelara Centre bar and kitchen for the membership of both the RSL sub-branch and the Bowling Club.
Composition	President, Vice President, Secretary, Treasurer and Committee members
Meets	Monthly
Convenor	President

Coaching Committee

Primary Role	Manage the coaching within the BBC, including: <ul style="list-style-type: none">• Thursday and Friday a practice regimes, ??• Skills practice sessions• Discussion evenings,• Planning new coaching sessions for new players.
Composition	All coaches
Meets	As needed
Convenor	Head Coach

Attachment 5

Review of the Strategic Plan

	When to review	Person(s) Responsible	Present Review at	Review timeline
Mission and Vision Statement	Annually	Board of Management	AGM	October
SWOT Analysis	Annually	Board of Management	Board meetings	October
Budgets / Financial	Quarterly	Internal auditors	Management Committee and AGM	Monthly Management Committee meetings
Focus Point Action Plans	Quarterly	Each Individual Board member	Board meetings	Each Committee meeting
Entire Business Plan	Annually	Board of Management	Board of Management meetings	Last Management Committee before AGM

Attachment 5

Financial Statement 2019/2020