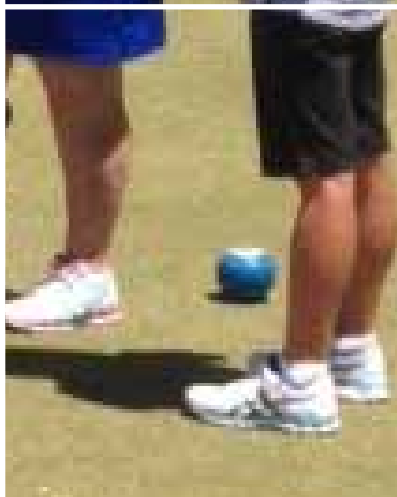
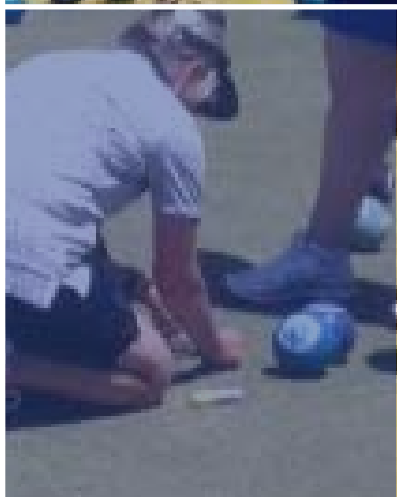
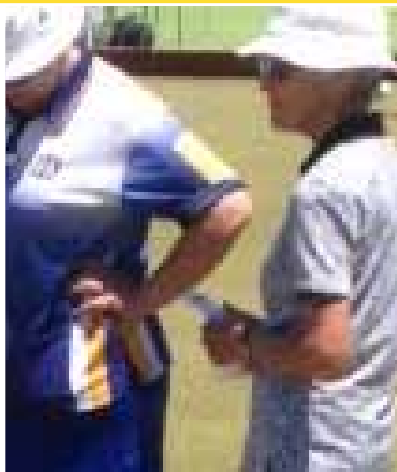
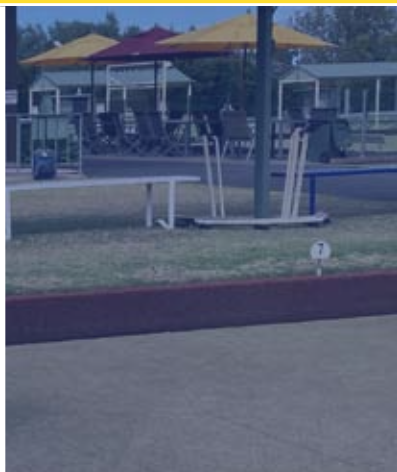




2022-2027 STRATEGIC PLAN

for Glen Waverley Bowls Club



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Preface

It has been a quite a while, since the GWBC (Glen Waverley Bowls Club) has updated its Strategic Plan for the club. Since then, the issues surrounding the ongoing viability and continuity of Bowls Clubs in Victoria and Australia, have become increasingly complex and more difficult to address. It is therefore now more important than ever, that Bowling Clubs have a distinct vision for their future, backed up by a well-articulated and enacted Mission and Values. Detailing the roadmap forward for a Club, needs to be a current Strategic Plan.

The Strategic Plan is not a once in 3- or 5-year document to then be left in the bottom drawer until the next one is due, but rather presents the Club with:

1. A dynamic, living document highlighting and even prioritising the mission critical issues facing the club.
2. Provide a basic level of detail in order to begin addressing each of the issues identified.
3. Key to the success of the Strategic Plan are the setting and commitment to timelines associated to each of the Priority tasks. Failure to do so, means that the essential commitment to undertake and complete tasks will be missing.
4. Equally important in the more detailed version of the issue identification, is the need to adequately identify the resources responsible for managing and working on a particular issue. Without this, there will not be a clear feeling of ownership and responsibility of any tasks requiring attention.
5. Admittedly, just like the timeline of the Plan, responsibilities need to be reviewed on an ongoing basis (feedback loop), to ensure that the Plan remains achievable or that certain changes in parameters and outcomes are accounted for within the framework of the original Plan.

Finally, it is recognised that a number of the issues facing Glen Waverley Bowls Club are similar to the issues facing Bowls Clubs throughout the country. Because of this and the fact that many issues have already been well documented in various studies, we have taken the licence to borrow some of these points and present them as part of this Plan document. Where this has been done, we have footnoted the same, in recognition of that fact.

Our Club's Vision, Mission and Values

Our Vision

To become the most respected, well-visited and responsible bowls/sporting club and community centre within Monash providing a friendly, enjoyable, safe and secure environment for all patrons.

Our Mission

To develop an inclusive, welcoming and successful bowls/sporting club and functions centre by providing a range of outdoor and indoor facilities and activities to grow the level of club members and other visitors to the premises, in order to maximize the use of these facilities. To positively contribute to community health through developing an all-weather environment emphasizing the values of a healthy lifestyle, promoting sports, indoor and outdoor activities and competition helping to improve the quality of life for all who visit our premises.

Our Values

- Fostering and embracing an inclusive, non-discriminatory and safe club open to people of all ages, sexes, ethnicities and levels of physical and mental ability
- Fostering a sense of sportsmanship and fair play, whilst seeking improvement in all we do
- Striving for excellence in all forms of Pennant, Tournament and Social bowls competitions
- Making club members feel that they are part of the club family
- Planning for the future, being open to the challenge of new ideas and seeking continuous improvement
- Performing all our activities with absolute integrity
- Being operationally sustainable, environmentally responsible and financially viable
- Working constructively with our sporting partners
- Opening our club to our community by making our facilities available to various institutions and groups, thereby promoting community spirit, social interactions and emotional and physical well-being
- Actively developing opportunities that encourage our community to play sport emphasising sportsmanship and social development of both our youth and adults



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History of the Glen Waverley Bowls Club

(Courtesy of information obtained from GWBC website)

The Glen Waverley Bowls Club was established on the 6th of June 1974, following a gathering of over 100 people who attended a Meeting held at the Syndal Hall. On this night the Royal Victorian Bowls Association approved the proposed Constitution, granted provisional affiliation and the Club colours of blue and gold submitted and accepted by all present. In 1975/76 the Victorian Ladies Bowling Association granted provisional affiliation for Associates.

A site for the establishment of a Bowling Green and Clubhouse was chosen at Central Reserve but was rejected by the City of Waverley Council who later on offered a site at the Glen Waverley North Reserve. This site attracted a considerable number of objections from nearby residents and finally in the 1976/77 season following many submissions to Council they agreed on the site in Central Reserve known as Huckles Paddock.

Soon after a Co-operative Society was formalized and registered for the purpose of raising loans for Capital works, and at the same time a very active Committee together with the Associates busily engaged in raising funds. The first stage clubhouse provided by City of Waverley Council was completed in April 1978 and after many years of tireless work the Inaugural President, Reg MacDonald, completed his extensive term of office.

It was an exciting time for a new Club full of enthusiasm and by the end of 1979 the membership had risen to an amazing 283 members. With the membership rising plans were put in place to extend the size of the existing clubhouse and to provide a further playing green.

These expansions again put a great deal of pressure on the presiding and fund-raising committees but as the founding members had provided a strong foundation on which to build these goals were reached by 1986 with the enlarged clubhouse and the "C" Green project completed.

Membership at this stage was capped at 400 members and a waiting list to join the Club was in force for a considerable period of time. To enable an increase in membership it was again necessary to consider further improvements to the clubhouse and

a need to improve the licensing aspects of the Club. This involved a fully licensed bar and cool room, a committee room, offices and a larger locker room for male members. This project was on top of general improvements to the playing facilities, such as shelters, green lighting and sun screening which were ongoing during the nineties.

During the early years of the new century attention turned to the provision of an all-weather green and after much debate it was decided to opt for a cushioned synthetic carpet being locally produced. To achieve this without losing a grass green was considered to be essential and a great deal of representation to the Monash Council succeeded in having this proposal included in the Glen Waverley Central Reserve Master Plan. This involved allocation of portion of the unsealed car park to build the green and a complete redesign to provide an enlarged car park for general use with sealed roadways and lighting.





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Current Situation Analysis

The Glen Waverley Bowling Club as of June 2022 had 190 members. A survey collected information about members and their needs. 65 members (30%) completed the survey which represents approximately one in three members.

80% are male, 20% female and an average age of 70 years old, less than 1.5% of members are less than 40 years old. 29% of members live eight or more kilometers from the club. Formal membership has been in decline, accelerated in the past two and a half years due to the COVID pandemic and repeated lockdowns that we faced. In the club's recent member survey, members were asked to indicate the importance of three aspects of membership. Results show that social bowls (85%) and social functions (63%) (non formal aspects of membership) were important or very important aspects of membership. Pennant (formal) aspect of membership was considered by 73% of surveyed members as an important or very important aspect of their membership.

Social members indicated the following membership aspects in order of importance to them; use of club facilities, social bowls, social events/functions, member bar prices and hire of our clubhouse.

The club currently engages with the community through hire of the club room and greens to local workplaces, sporting clubs and families from the neighborhood. These community groups also hire the club facilities for social bowls.

In addition to the existing community groups the club engages with, surveyed members indicated the club should also develop engagement with local schools, mums and babes and various other community groups. 69% of surveyed members indicated that it is important for the club to make improvements to its facilities to make the clubroom more amenable.

The club facilities are open all year round however the greens are utilized more in warmer months of the year and less during the winter months. Participation/utilization of facilities is strongly related to the seasons.

Key Themes and Points to be Addressed

Bowls clubs are key community hubs, providing a destination for functions, events, and meetings – as well as the provision of playing infrastructure.

Successful clubs have been able to grow visitation, participation and membership through a broader range of offers including social (barefoot) bowls, hiring out of function rooms, and hosting of community events – all driven through focused efforts via targeted and successful promotion and marketing.

Clubs are placing an increasing importance on the provision of undercover or indoor greens to enable year-round outdoor participation and the hosting of competitions and elite-level events.

There is an increasing shift towards the provision of synthetic greens over grass greens as they can be more cost effective to service and maintain when compared to the cost of employing a full-time greenkeeper.

At the Glen Waverley Bowls Club our main focus in the coming years will be to address the issues within our sphere of control that affect:

- Decline in membership over the past decade, even prior to the advent of COVID
- Social and pennant participation in bowls and other functions held at the club
- Available funding streams for the Club, now and in the future
- Facilities improvement and continuing development
- Relationships with local community groups and businesses
- Relationships with other bowling clubs, Bowls Victoria and Bowls Australia
- Engagement with the various level of government
- Engagement with Industry and Sponsorships in Monash



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Population Trends in Monash

As indicated in the March 2021 Strategic Plan document, the following table indicates the strong population growth trends forecast for Monash, through to 2041. Coupled with this growth (together with an ageing bias), comes the need for sporting outlets to help in supporting the development of a healthy population.

Population Summary

Area	Forecast year						Change between 2016 and 2041	
	2016	2021	2026	2031	2036	2041	Total Change	Avg annual % Change
City of Monash	192,850	203,501	216,864	227,168	238,054	249,287	+56,436	+1.03
Glen Waverley	42,272	44,530	47,330	49,932	52,552	54,865	+12,593	+1.05
Mount Waverley	36,431	36,298	37,038	38,127	39,534	40,827	+5,397	+0.57
Wheelers Hill	20,917	22,351	23,661	24,249	25,068	25,809	+4,892	+0.84
Clayton	20,611	22,689	26,341	27,731	29,449	30,848	+10,237	+1.63
Mulgrave	20,526	20,425	21,106	21,601	21,941	22,398	+1,872	+0.35
Ashwood - Burwood	10,198	10,431	10,710	11,382	11,996	12,151	+1,953	+0.70
Chadstone	9,112	10,208	10,513	10,868	11,096	11,476	+2,364	+0.93
Oakleigh East - Huntingdale	8,804	8,930	9,506	9,943	10,658	12,098	+3,294	+1.28
Oakleigh	8,352	9,921	11,790	13,140	14,433	16,341	+7,989	+2.72
Hughesdale	8,002	8,509	8,825	9,146	9,459	9,767	+1,765	+0.80
Oakleigh South	5,381	5,870	6,588	7,487	8,222	8,959	+3,578	+2.06
Notting Hill	3,244	3,339	3,455	3,563	3,646	3,748	+504	+0.58

Population and household forecasts, 2016 to 2041

As can be seen from the above table, this is an ample growth of population both in Monash and also in the surrounding area of Glen Waverley (including Wheelers Hill, Mulgrave, Notting Hill, Mount Waverley, Ashwood etc.).

What is not obvious from the above table is the fact that the increasing demographic has been boosted through Asian immigration, predominantly from China, Hong Kong, SE Asian countries and the sub-continent.

With this in mind it will be necessary to tailor our future club offering to appeal to these demographic groups, so that they also feel drawn to our facilities and community spirit.

SWOT Analysis for the Glen Waverley Bowls Club (as at mid-2022)

With all of the foregoing history and background in mind, it is also necessary to note what the club does well, what it does perhaps less well and what the currently identified opportunities are for our club and also some of the perceived threats that we are currently facing.

On the following pages, we have listed the Strengths, Weaknesses, Opportunities and Threats in that order. The list may not be exhaustive; however, it is felt that the major items have been captured. The purpose for our stating the SWOT analysis upfront, is as a guide for future project initiatives by the club.



Projects should either exploit the strengths and opportunities that we are aware of or mitigate or counter the weaknesses or threats to the club.



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Strengths

Detailed club structure on paper	Competitive pennant bowls teams
Prominent geographic location	Two greens under light
Quality greens	Diverse range of sponsors
Public visibility	Good relationships with sponsors
Good car parking for Members and Visitors at the Club	Strong volunteer support (not perfect but pretty good)
Surrounds, ambience, central in Monash	Well equipped kitchen, club rooms, bar, outdoor surrounds
Financially sound	Volunteer supported commercial functions
Membership base of approx. 200 members	Good social competitions and great tournament days
Experienced Board of Management Committees	Growing interest in corporate and private events to be held at the Club
Club license operates successfully	
Qualified bar staff - many volunteers with RSA certification	

As can be seen from the diverse number of strengths, the Club is full of possibilities and starts from a good base.

The key ingredients of great greens, good clubhouse facilities and being financially viable, provide a sound basis for seeking further enhancements for the club in the future.

Building on these strengths will be key in the strategic focus of the club.

Weaknesses

Internal Club decor and design needs updating	Medium and longer term reliance and availability of kitchen/bar volunteers
No under-cover bowling	To date there has been insufficient, clear strategy for future for Club that has been acted upon and is clear to the membership
Restrictive boundaries of site	Marketing strategy is not clear
Old fashioned feel to the premises internally - i.e. From 80s/90s	Documentation at the Club needs updating generally
All dining smaller functions are held in large open area, need separate dining	Club requires a new Strategic Plan to be written and enacted - High Priority
Change-rooms and toilets could use upgrading	Does the current Committee structure serve the clubs needs well?
Under-utilisation of greens and clubrooms	Lack of communicated clarity of the goals of the Club amongst members
Have not really tapped into the changing culture of the local community	Not very successful marketing to local businesses
High age profile of members. Average age appears to be increasing?	No Vision, Mission and Values statements evident?
Lack of a detailed and practical recruitment target plan	

There are a number of issues that we need to contend with and address over the coming years. Failure to address a number of these, will be a risk to the planned growth and developing success of our club.

There will be referencing back to some of these points in various projects that we will be seeking to implement.



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Opportunities

Build and strengthen relationships with Federal, State and Local Governments

Utilise club even more as a community centre

Advertise on electronic media and newspapers

Greater utilisation of local businesses, cross promotion

Involve local businesses to use club as training, meetings and functions venue

Partnership involvement . . . Link up more closely with other sporting clubs

Host 'Younger People' events (incl. music, food (BBQ) and modernisation

Create communication, recruitment and marketing positions. Develop a marketing strategy to enact and achieve goals

Expand and extend our web exposure, website, LinkedIn, Facebook, etc.

Junior development through schools, including school competitions

Mentoring and training programs for new and existing bowlers

Consider commercialisation of specific positions incl. Business Development, Kitchen and Bar staff

Look for help from various government levels to receive funding for covering of 1-2 greens

Opportunity to hold Bingo and Trivia evenings or afternoons to raise monies

Club Merchandising

Stronger branding (Staggers?) e.g. Clayton Cobras, Narre Warren Panthers

Reciprocal rights with local, interstate and overseas clubs

Sharing of a strategy direction with all members

Many of the opportunities ahead, rely on tapping into our local community groups. The future of the Club will be largely dependent upon how well we are able to achieve this. Our community includes the various age groups, ethnicities, diverse backgrounds and preferences, industry, schools, families, special interest groups and those with special needs. Setting up attractive and inclusive programs for each of these, will be the challenge we need to face going forward, in order to make our club not only a successful and attractive sporting club, but also to make the Glen Waverley Bowls Club a vibrant center for the entire community.

Threats

Term of lease (5 year blocks any sensible strategy from being enacted)

Attracting a lower age profile to help in leading the club into the next decade

Length of the pennant season and time of play

Managing the Club during crisis times (e.g. COVID restrictions)

Increasing costs

Heat and inclement weather conditions

Willing and able volunteer numbers

Increasing level of responsibility for committee members e.g OH&S)

No succession planning for key positions at the Club

No widely used and 'owned' KPIs to set goals for any of the listed opportunities at the Club

Proper Strategic Planning at Club not evident for a number of years

Projects

Whilst there do not appear to be too many threats to our Club, some of these are major and need to be addressed as soon as possible, to enable some of the opportunities to be exploited going forward. Especially resolution of the Lease issue, addressing the club to be able to develop "weather-proofing" through covering of green(s) and the current ageing profile of our members, which can also lead to volunteer shortages etc. Broad community engagement will be key for ongoing viability and even expansion of the Bowls club in the future.

There are numerous Projects that the Strategic Committee have helped to identify, requiring attention at the Glen Waverley Bowls Club Inc. In fact, we have identified an initial 28 projects or areas for attention, which are however by no means a comprehensive



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listing. Since deliberating about the list below, other items have also been identified, requiring attention in the near future. Each of the Projects below are identified in more detail in the remaining pages of this Strategic roadmap. The designations **HP**, **MP** or **LP** refer to **High Priority**, **Medium Priority** or **Low Priority** respectively.

1. Develop the Vision, Mission and Values. To be made available on website (once approved). **HP**
2. Development of an updated Strategic Plan. To be made available on website (once approved). **HP**
3. Develop a Key Contacts Listing (internal and external) to achieve quicker inroads to each of the Items below. **HP**
4. Investment of Cash Reserves, to earn interest on behalf of the Club. **HP**
5. Fix the Lease issue with Council (at the time of writing limited to 5 years). **HP**
6. Business Development – Corporate (Competitions, Functions, Meetings). **HP**
7. Targeting of the Young (School programs, modern ambience - music, with food, drink & fun social bowls). **HP**
8. Real focus on Sponsorships with targets. (Commercialisation, incentivization?) **HP**
9. Attend to succession planning in relation to key positions. **HP**
10. Development of an increased Social Bowls offering **HP**
11. Roof to cover 1-2 Greens, outdoor ambience to match. Assess need for 4 Greens. **MP**
12. Review the Budgeting process (how compiled, presented and approved). **MP**
13. Review potential of merger discussions with other clubs in the Monash area. **MP**
14. Identify funding sources for Development Projects. **MP**
15. Partial Refurbishment of Club Premises. **MP**
16. Online booking system for all social competitions, tournaments and functions? **MP**
17. Business Development – Local Community, other Clubs (Bingo, Trivia evenings). **MP**
18. Pennant Teams selection process. Policy and Procedure. Understood and signed off by members. **MP**
19. Relationships with Council, State and Federal Governments. **MP**
20. Need partial generational Change in the Board & Committees of the Club. **LP**
21. Review Board structure with a view to the future and linking into committees. **LP**
22. Greater Volunteering participation within the Club. **LP**
23. Commercialisation of the Kitchen, paid staff for Bar, Club Manager? **MP**
24. Re-writing and modernising the procedures manual, job descriptions. **HP**
25. Ties with other sporting clubs (Bowling and Non-Bowling clubs). **MP**
26. Planning for the 50th Anniversary of the Club in 2024. **MP**
27. Opportunities afforded by 2026 Commonwealth Games **MP**
28. Set annual membership targets and develop plans around these **HP**

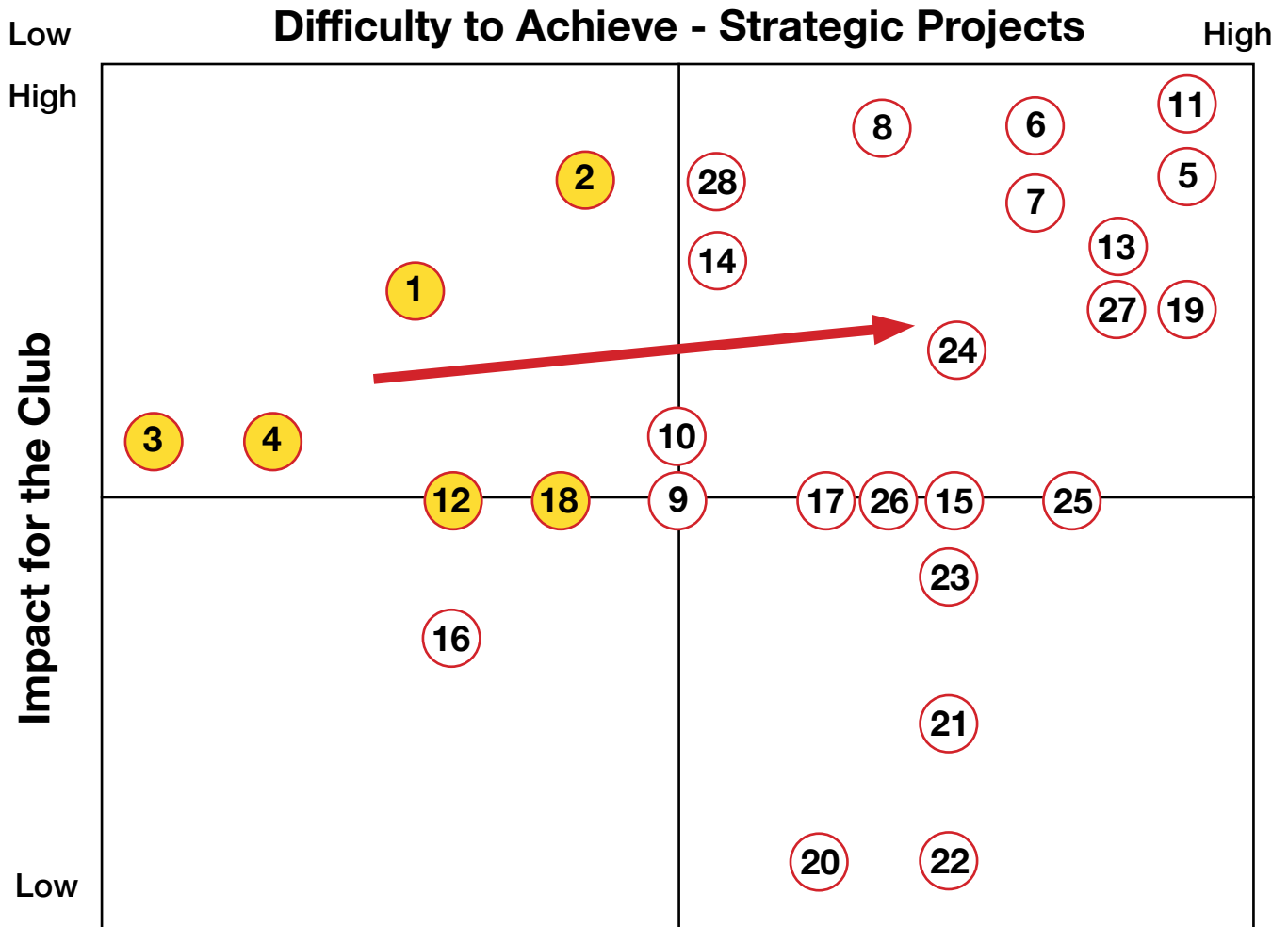


Some of these tasks are fairly short and can be implemented within a short timeframe. Others will take much longer time in preparation and execution. Some are critical for the club's future success and community relationship, whilst some others, not so much. The approach we will take at the club to undertake these projects will be to go for the important but lower hanging fruits first and then work our way towards those projects that are much more difficult to implement and/or resolve but are again of critical importance to the growth and wellbeing of our club.



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Community outreach projects are also seen as major initiatives and goals for our club over the coming five years, if we are to be a truly successful sporting institution in the coming decades. Finally, those projects of lesser consequence to the club, yet requiring a high degree of work to undertake, will be the last projects tackled from our list. The High Lo graphic depiction below, best shows the order in which we want to tackle our projects at Glen Waverley.



The numbers on the graph correspond to the numbers of the corresponding projects shown on the previous page. Projects shown as yellow circles, are the projects which are currently being undertaken by Strategic Committee team members or have been completed by the club already. The red arrow indicates the approximate order that we will be undertaking the future projects.

Note: More project details are available from GWBC board members upon request.



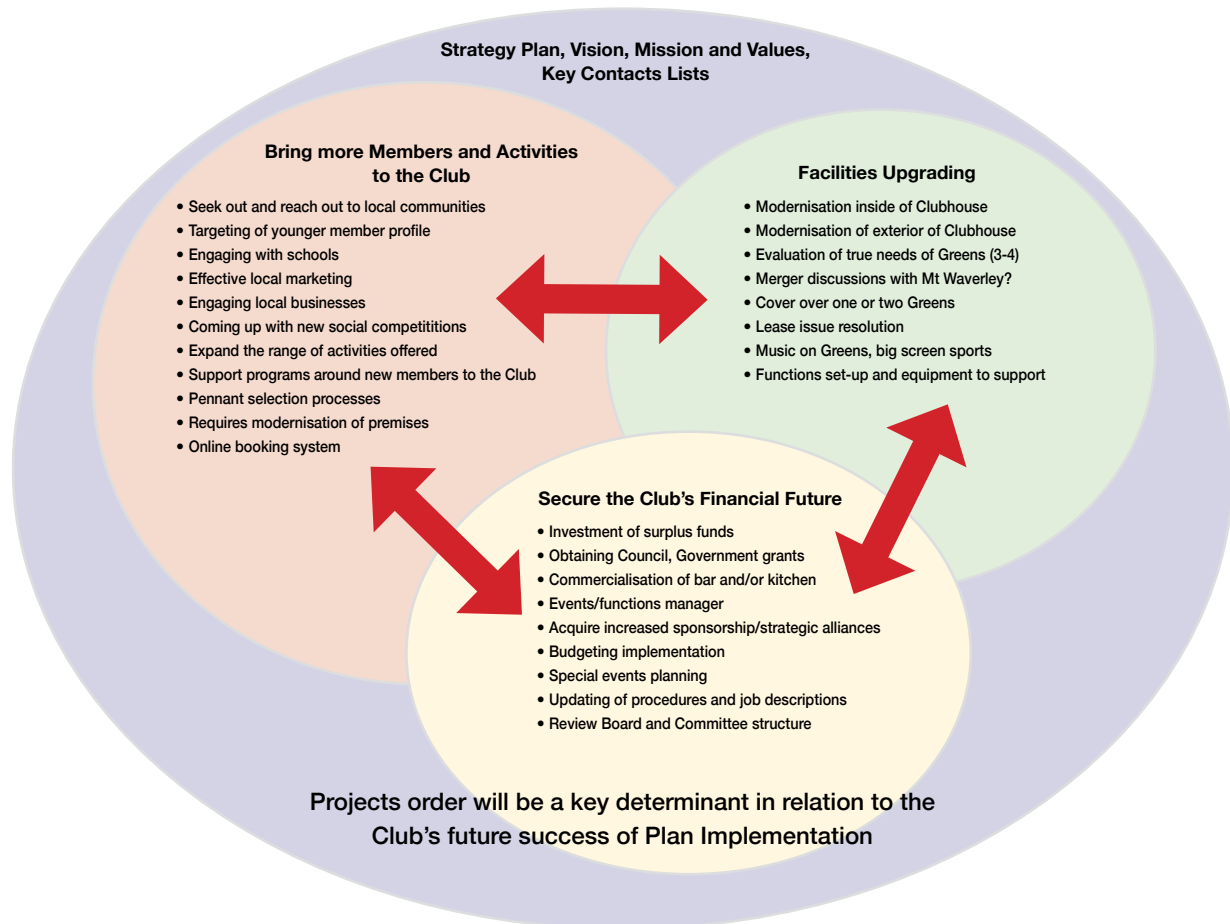


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The more in-depth that one delves into each of the project areas, the more obvious it also becomes that projects can often not be undertaken in isolation of other areas, but rather in conjunction with other tasks, in recognition of project interdependencies. To more clearly spell out these inter-dependencies, the chart below attempts to illustrate such relationships, which clearly require consideration before commencing work on the various areas of this plan.

Project Inter-dependences

Many of the Projects within the Plan cannot be done in complete isolation of others. The chart below attempts to depict some of the inter-relationships of the various projects



With the foregoing principles in mind, we go through describing the major aspects of each of the projects we have included in this plan. Described will be the Background of the Project (reason for undertaking the Project), some of the major actions which will be required to successfully complete the project, special issues that may require consideration whilst carrying out the project, potential risks and an estimated (guesstimated) timeframe to undertake each of the projects. By presenting each project on a similar basis, the reader can quickly grasp the enormity and ambitious nature of this plan, whilst also achieving a good overview of what lies ahead. It will also allow this plan to be used and updated in future years, without having to go back to basic fundamentals.

We will quickly be able to analyse, what has been done, what is being done, what still needs to be done (including new Projects) and what will never be likely to be done. In other words, this Plan will become a living, dynamic record of our future journey.



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Summary and Overview of the Strategic Plan

This Strategic Plan has been written from the ground up. No detailed document similar to this has existed for the club previously. In future years, it is envisaged that this document is reviewed and updated as regularly (possibly every 2 – 3 years). The revision interval will be dependant upon the number of achieved projects the interim period has witnessed as taking place. It is also recommended that the newly formed Strategic Committee remain in place and committed to the tasks and projects from this plan, over the coming years. To be successful, the committee will need to meet regularly to report progress on projects and to identify any issues requiring special attention or blockages to the successful completion of a particular project. Necessarily actions can then be discussed and implemented as required. As projects are completed and are then removed from future strategic plans, new projects need to be identified to take their place, ensuring that the Bowling Club will always be thinking about how to address the future, not only live in the past. There are two forms critical to this plan, which will need to be reference documents used on an ongoing basis by the Strategic Committee.

Project Timings Chart

Firstly there is the full project timing chart (see below). This chart provides the reader with a clear overview of the project timings as they exist today. Future editions of this plan, may see totally altered timings and priorities.

List of Strategic Items requiring Consideration with approximate timings for completion within Strategic Plan timeframe	Year 2022				Year 2023				Year 2024				Year 2025				Year 2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Develop the Vision, Mission and Values to be on website (once approved) HP																				
2. Development of updated Strategic Plan to be on website (once approved) HP																				
3. Develop a Key Contacts Listing (internal & external) to achieve quicker inroads to each item below HP																				
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2022-2027 STRATEGIC PLAN – NOTES



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for Glen Waverley Bowls Club

