

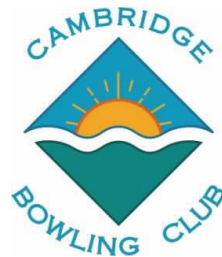


# Cambridge Bowling and Recreation Club Inc

## Business Plan

### 2021-2023

(Last Updated 20/04/2021)



<b>VISION</b>	To secure the long term future of the club by exploring ways to embrace our community, generate revenue and increase club usage and engagement.
<b>MISSION</b>	<ol style="list-style-type: none"> <li>1. Ensure the security of the club into the future at its present location and beyond the current lease period</li> <li>2. Ensure long term financial viability</li> <li>3. Effective governance and administration</li> <li>4. Increase membership such that the club is the premier club within the Town of Cambridge and surrounding districts</li> <li>5. Optimum player performance where all members have the opportunity to play bowls at the level required – pennant and social</li> <li>6. Create an inviting and friendly club atmosphere that is enjoyed by members and encourages the local community to be part of the club.</li> </ol>
<b>CORE VALUES</b>	<ul style="list-style-type: none"> <li>• Respectful of members, staff, families and guests – staff and members respectful of each other</li> <li>• Responsive – listen and respond to member concerns</li> <li>• Progressive – embrace change</li> <li>• Supportive – of local community. Club is proud to be part of the local community</li> <li>• Safe – safe environment for staff, members and friends. Modern, clean amenity where members and guests feel comfortable</li> <li>• Friendly – fun destination for socialising, dining and sporting activities</li> <li>• Family – welcome families and promote family values.</li> </ul>
<b>PORTFOLIO AREAS</b>	<ul style="list-style-type: none"> <li>• Membership and Recruitment</li> <li>• Volunteer Management</li> <li>• Finances and Treasury</li> <li>• Social Events and Functions</li> <li>• Bowls - Match</li> <li>• Bar</li> <li>• Greens and Club Facilities</li> <li>• Grants and Sponsorship</li> <li>• Promotion and Marketing</li> </ul>

Key Area	Strategy	Responsibility	Timeframe	Tools/Resources	Measures
Rebrand the club as a Community Club as a membership growth strategy with the underlying objective of increasing participation of the community in the sport of bowls	Promote 'Club Cambridge' name in the community and via the internet	President, Publicity and communications, social coordinator	2021 and ongoing	Website, Facebook, Instagram, Newspapers. Club Cambridge business name and domain registered	Website Hit Targets, Facebook Likes/Shares, Number of newspaper articles
	Produce a social events plan aimed at bringing the community into the Club (Food, event, demographic etc)	Social Coordinator	2021 and ongoing	Social committee – draft developed	Plan Created For each event, track attendance, non-member %, new members, demographic
	Engage with local schools and convey why parents and families should come to the club	Publicity and communications, social coordinator	2021 and ongoing	Website, Facebook, pamphlet distribution, volunteer doorknock	Schools contacted Schools surveyed regarding use of the club
	Identify and approach local sporting associations to form alignments (possible pro-am style events)	President , Vice President	2021 – immediate	Auxiliary membership option under constitution, members with links to precinct sporting clubs	Clubs/Associations contacted Surveys (one on one discussion) conducted
Build Relationships	Club to consider having 'Stakeholder Relationships' as a defined role within the club	President , Publicity and Communications	2021 - immediate		Appoint a person to the role
	Business Plan to be updated and regularly communicated to Council and other stakeholders	Club Committee, Bowls Aust RBM	2022 –end of bowls season	2021- 2023 Business and action plan	Complete the plan, and regularly review
	Extend invitations to various key Stakeholders to attend the club for meals and functions	President, Publicity and Communications, Social Coordinator, Stakeholder Relationships	2021 – immediate and ongoing		Invitations included as part of Social Events Plan More influential club patron?
Governance Structure	Review and update governance structure to assess suitability for the future (Social Media role, Membership role etc)	Governance Sub- committee – to be established	2021 – immediate – April for implementation prior to July AGM	Select members of club and committee Drawing on external expertise as required. President to chair	Review conducted New structure documented Changes implemented
	Annual review of Constitution and By-Laws	Finance Committee with report to committee	2022 – end of bowls season and prior to AGM	Clubs WA model constitution and sample constitutions from other clubs drawing on external expertise as required	Review conducted Documents amended as required

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	Access good governance protocols through key stakeholders, and then ensure implementation	Finance Committee and Club Manager	2021 – end of bowls season and ongoing	Bowls WA , Clubs WA Compliance handbook	Attendance at BWA/CWA/ Council forums (75%) Results presented to Committee
	Create Position Profiles for each key role within the Club	President/Secretary/Bowls Aust RBM	2021 – end of bowls season and ongoing	Online resources	Position Profiles created
Financial Viability	Establish 'Future Fund' structure and governance around it, including a strategy for growth	President / Treasurer/ Committee	2021 prior to AGM	Draft amendments available for review	Fund is established Achieve yearly target as set by Committee
	Annual review of financial model to ensure ongoing viability	Treasurer/ Finance Committee	2021 - end of financial year and ongoing		Documented review complete Club to be profitable each year Budget generated and reviewed
	Establish a 'Grants Officer' role within the club	President	2021 – link to review of corporate structure	Link to the Subcommittee on governance structure	Grants Officer appointed Apply for funding for every major expense/opportunity Major projects aligned to strategic plan
	Build the Sponsorship Team, with some focus on succession planning	Marketing and Sponsorship	2021 – post bowls season		Team appointed Succession plan created Sponsor packages created Sponsor recognition
Facility Management	Long term leasing arrangements must be established with the Council/Mayor	President	2021 – immediate	Acting Manager Corporate Business, TOC, Past Presidents	Meetings conducted Review outcomes and include in plans
	Establish a Facility Management Plan, covering greens, lights, building etc.	President/ Vice President, House and Gardens, Club Manager	2021 – post bowls season		Plan established
	Build volunteer base by advertising volunteer requirements as opportunities	President, Vice President Social Coordinator, Publicity and Communications, Club Manager	2021 – post bowls season and beyond	Club membership base	Position Profiles created Positions advertised

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	Establish a Volunteer Co-ordinator	President	2021 – immediate for start of next bowls season	Link to Governance Sub Committee	Appoint Volunteer Co-ordinator
Success on the Green	Maintain a strong membership base, with an emphasis on growing membership	President, Vice President, Recruitment Sub-committee, Social Coordinator, Chair Bowls Publicity and Communications, Club Captain	2021 – post bowls season and prior to next season - ongoing	Club membership	Grow membership at 10% per year (total membership)
	Establish a formal Recruitment Committee, looking for all types of players	President , Vice President, Club Captain	2021 – post bowls season and prior to next bowls season on - going	Link to Governance Sub- committee	Recruitment Committee established – Premier/lower
	More active community bowls opportunities	Social Bowls Coordinator development of program	2021 – immediate and ongoing	Website, Member newsletters, Facebook, LinkedIn, newspapers	Programs running – 2 per year Jack Attack/Community Bowls
	Have an ‘Introduction to Pennant’ day or night to show people they can get involved	Chairman of Bowls, Club Captain	September / October pre- season		Arrange evening and invite as many that will attend
	Place an emphasis on retention of players, including coaching opportunities and mentoring of new members	Chairman of Bowls, Club Captain, Club Coaches	2021		Offer flexible coaching opportunities Pair up new members with an existing member
Vibrant Kitchen and function offerings	Use more volunteers behind the bar to allow the club to be open more reliably	President, Vice President, Volunteer Coordinator, Club Manager	2021 – post bowls season	Alcohol service training and certification	RSA Training completed New hours determined Other training completed
	Dedicated ‘Social Events Co-ordinator’ role to produce a plan to attract more events/functions	President	In place – role statement required	Role statement required	Position Profile established Plan established (regular offerings for members to be provided)
	Vibrant and active social media and website	President, Social Coordinator, Publicity and Communications	Immediate and ongoing	Website under development, Events plan required.	Website updated weekly Facebook updated weekly