



HAWTHORN BOWLING CLUB INC

Strategy 2022-2025 (July to June) Incorporating Annual Business Plan 2022/23

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*Hawthorn
Bowling Club Inc*

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Strategic Summary

Our two-fold Mission Statement (why we exist) is:

To provide a premier club for the sport of lawn bowls AND foster the friendships, personal life-enhancement and community wellbeing the game engenders.

In both endeavours, the success of last year has earned the Club an amazing legacy, including:

- 9 pennant teams in finals (5 of whom won their Grand Final); promotion to higher pennant grades; significantly improved facilities and increased reserves;
- 50 more members (mostly new to the game and/or social members); a new constitution and management structure; valued contributions to two state-wide charities; and stronger ties with our landlord, the Mitcham City Council, our 20 Sponsor Partners, Bowls SA, Clubs SA and our neighbours.

What an amazing base upon which to update our Strategy for the next 3 years (2022-25), incorporating our Annual Business Plan for July '22 to June '23.

Over the next 3 years, to help keep our two-fold Mission Statement front-of-mind, our marketing team will expand the use of the mantra '**A+B=HBC**', meaning **Achieve + Belong = Hawthorn Bowling Club**,. We want the vast majority of our 500 members (both new and old) to feel they are continuing to **Achieve** (eg, bowling skills, fitness, etc) AND also feel they truly **Belong**, because they feel welcome and included.

To this end, over the next 3 years, we will look to:

- grow our team numbers and have most teams play finals;
- markedly increase recreation and social membership;
- keep pace with a contemporary structure, policies, bylaws, systems and procedures;
- improve our facilities, including clubroom flow and appeal, LED lighting to all 4 greens and adopt a plan to convert at least 1 green to an all-weather facility;
- become recognised as a well organised and friendly community hub;
- budget in accordance with these objectives, generating funds for improvements but maintaining sufficient reserves for any unexpected, uncontrollable circumstance.

By June 2025, we will strive to have a viable mix of 600 members (up from 500), sufficient to achieve the above competitive, social, financial and growth objectives. **A+B=HBC**.

Governance Goals

Governance is the business of the Board of Management and, at the Hawthorn Bowling Club, involves STRATEGY; POLICY; STRUCTURE; FINANCE; PLANNING; INFRASTRUCTURE; MONITORING & ACCOUNTABILITY.

The primary Governance Goals for years 1, 2 and 3 are as follows:

INFRASTRUCTURE

Year 1

- Paving to Northern end of C Green
 - Upgrade Southern Clubroom Entrance & create new Meeting Room
 - LED lights to all 4 greens
- Subject to co-funding
Subject to co-funding

Years 2 & 3

- Solar battery
 - First Aid Room, incl. Locker Room upgrade
 - Extend Western Veranda (Crabs?)
 - Paving & new shelters to Southern end of A Green
 - All weather green/s
- Subject to feasibility
Subject to co-funding
Subject to co-funding
Subject to co-funding
Subject to co-funding

EQUIPMENT/FURNISHINGS

Year 1

- New chairs and planter boxes for Clubroom
- Increase stock of loan bowls

Years 2 & 3

- Breathalyser
 - LED Wall
 - Recarpet Clubroom throughout, incl. over existing tiled area
- Subject to co-funding

SYSTEMS

Year 1

- Point of Sale (IT system and hardware)
- Policies, Bylaws and Procedures - review and up grade
- Contracts - review and upgrade
- Grants Manager (or appoint an agency)
- Bar (new business model)
- Archives (what and how?)
- Compliance (what and how?)

Years 2 & 3

- Mobile App, incl. sponsor loyalty program

Management & Operations Goals

The Management & Operations of the Club are delegated to 4 Standing Committees, namely COMPETITION; RECREATION; FACILITIES; MARKETING.

The primary Management & Operations Goals for years 1, 2 and 3 are as follows:

COMPETITION - Inter club activity

Year 1

- Executing the 2022–23 annual plan of activities;
- Continuing to mature the competition governance structure;
- Create a 2021/22 Annual Plan of Activities (reusable);
- Further develop selection procedures and practices, and monitor selectors performance;
- Monitoring Selectors performance and adherence to selection guidelines;
- Increase participation at Club practices;
- Appoint a Ladies Coach and Men's Coach;
- Enhancing and strengthening the coaching panel (develop attraction, retaining and reward mechanisms);
- Enhancing and strengthening the umpiring panel (umpires, markers & measurers);
- Increasing the number of umpires (develop attraction, retaining and reward mechanisms).

Years 2 and 3

- Based on experience, further develop and refine the Annual Plan of Activities;
- Year on year, grow the number of pennant teams and improve on their achievements.

RECREATION - Intra club activity

Year 1

- Night Hawks - maintain 30 teams on Tuesday and Wednesday nights and add variety to raffles ;
- Winter Bowls – maintain average of 40 on both Saturday and Wednesday afternoons;
- Summer Triples (prev. Home Bowls) – increase to an average of 30 per Saturday, with a listed playing group of 50;
- Tournaments – Cohesion for men's and women's competitions;
- School Coaching – at least 4 schools;

Years 2 and 3

- Introduce 'Jack Attack' on Tue and/or Wed night in Night Hawks off-season;
- Increase average attendances to Winter Bowls and Summer Triples to 50 and 40, respectively;
- Introduce a local schools competition;
- Develop a proper schedule for Club tournaments.

FACILITIES - Operation & Presentation

Year 1

- Finalise contracts with Cleaner, Greens Maintenance and Caterer;
- Improve the garden areas by way of extra plantings and reticulation;
- Arrange an independent safety audit of all facilities and equipment and action any recommendations for improvements;
- Prepare a service and maintenance schedule for all facilities and equipment and monitor same.

Years 2 and 3

- Prepare a list of suggested infrastructure improvements for consideration by the Board.

MARKETING - Public Relations & Development

Year 1

- Expand use of the A+B=HBC mantra;
- Boost membership by 10%, from 500 to 550;
- Increase cash + non-cash sponsorship by 7%, from \$28K to \$30K;
- Embed our more contemporary and consistent branding;
- List and prioritise the Club's 'Publics';
- Grow our contribution to our two chosen charities (Food Bank and Cancer Council SA) by 10%, from an estimated \$500 each to \$550 each;
- 'Spotlight' articles in each Hawks Herald on two random 'under-the-radar' volunteers;
- Survey members for satisfaction ratings and suggestions.

Years 2 and 3

- Increase our presence on social media by at least 25%;
- Focus on the development of events, hospitality, catering and fundraising in general;
- Boost membership by a further 9% from 550 to 600.

