

# CANBERRA BOWLING CLUB STRATEGIC PLAN 2013-18



## CONTEXT

The future viability of many Australian Bowling Clubs is uncertain. Most are struggling to attract and retain bowling members, and many of the smaller Clubs are closing, or amalgamating with larger Clubs.

This trend is likely to continue, with increasing pressure on the smaller Clubs to remain financially viable. Over the next decade, those Bowling Clubs that do not position themselves correctly, in an increasingly competitive market, will fail.

In response to this challenge, we must ensure we have the right strategies in place to ensure our survival as a Bowling Club. In the next five years, we will focus on identifying and implementing business strategies that contribute to our financial viability.

This Strategic Plan is a key driver in setting the future direction of our club.

## VISION

**Canberra Bowling Club will continue to exist in its own right as a recognised member of the ACT Lawn Bowls Community**

**To achieve our vision we will:**

## APPROACH

**Identify opportunities to build the business**

**Embed these initiatives into business as usual**

### UNDERSTAND OUR BUSINESS

We need to understand how our business works. This includes identification of the areas of our business that place the future of the Bowling Club at risk.

### IDENTIFY OPPORTUNITIES

We need to be abreast of changes occurring in the broader marketplace so as to be in a position to identify opportunities when they arise.

### RESPOND

We must respond quickly to opportunities as they arise, and where they are successful in building the business, they must be embedded in our processes so that they become part of our business model.

## OBJECTIVES

**WHY WE EXIST**

**DETERMINES HOW WE DO IT**

**Canberra Bowling Club exists to pursue the following objectives:**

- To play, encourage and promote the sport of Lawn Bowls, using facilities provided and maintained by the Club.
- To organise Lawn Bowls tournaments and competitions, and participate in such events organised by *Bowls ACT* and kindred bowling clubs.
- To promote and maintain an enjoyable, competitive, recreational and social environment for members, through the playing of lawn bowls, organising social functions, and by other appropriate means.
- To affiliate with *Bowls ACT* and to conform at all times with the requirements of its Constitution and By-Laws.

**Over the next five years, we will focus on two broad areas:**

## FOCUS AREAS

**Increasing our income stream**

**Implementing more cost-effective methods of conducting business**

### GREENS

Implement programs that make greater use of greens..

### CLUBHOUSE FACILITIES

Implement programs that make greater use of bar and clubhouse facilities.

### SPONSORSHIP

Identify areas for increased sponsorship.

### MEMBERSHIP

Implement programs to attract and retain members.

### GREENS MAINTENANCE

- Seek long term 'partnerships' to cover cost of greens maintenance
- Negotiate contracts that include elements of self help
- Reduce reliance on town water supplies

### GOVERNMENT AND REGULATORY COMPLIANCE REGIMES

Work with government and regulatory agencies to improve the efficiency of efforts to meet obligations under the various government and regulatory compliance regimes.

### BOWLS ACT

Work with Bowls ACT to develop membership categories and rates that reduce capitation costs.

### BAR AND FUNCTIONS

Identify areas of cost saving in providing bar and food services.

**Through this two-pronged approach, we will develop and implement strategies that will ensure the future financial viability of Canberra Bowling Club**