

Windsor Bowls Club Inc.

Action Plan 2021

END OF YEAR REVIEW



OUR MISSION: To provide excellent bowling and club facilities for the benefit of all members and guests.

OUR VISION: To be recognised by the bowls community as a Club that excels at bowls and provides a welcoming environment for newcomers and visitors to the club. To be a Club with a sustainable and professional business that supports our bowls program and has a positive impact in the broader community.

ACTIONS TO ACHIEVE OUR OBJECTIVES:

Overarching principles to achieve our objectives are

- 1. Strong communication and respect/cooperation, and**
- 2. Compliance by our Committees, Staff and Members**

The 5 key players in this plan are:

- Management Committee
- Bowls Section Committee
- Club Manager
- Greens Director and Greenkeeper
- Our members

Whilst each of these groups may have prime responsibility for specific actions, communications between all groups and compliance by everyone is critical (not optional) when making decisions or undertaking actions.

Objective 1

To show respect for all bowlers and aspire to achieve high bowls outcomes as a united Club.

Actions

- Generally speaking the prime responsibility for all actions under Objective 1 lies with the Bowls Section and its members
- The Bowls Section is required to meet monthly and report monthly (with a forward looking focus) to the Management Committee
- Elect a strong Bowls Committee to undertake the planning and running of the Bowls Program
 - Seek nominations prior to the AGM to ensure appropriate Club members are elected covering the need for leadership and organisers
- Develop and run a Bowls Program that is viable and professional (including event budget monitoring and sponsor recognition)
 - Centenary Bowls Program to be the priority for the year (completed)
 - Budgets to be developed for each event
 - Tournament Directors appointed
 - Development of a Bowls program (calendar) that includes all bowls activities (with proposals for additional playing days)
 - Ensure professional representation of the Club high priority (at home and away)
- Budget provided for specific activities (by mid-April through discussions between Bowls Section and Management Committee)
 - Club Championships - \$2,025 same as 2020
 - Incentive fund to attract new bowling member (e.g. provision of shirts, reduced membership fees, etc.) - \$1,000
 - Summer competitions - \$2,200
 - Carnival sponsorship and budgets
- Recognition of bowls/bowlers
 - Bowls Section to provide required information
 - Honour Boards, Pennant Flags, Bowls Achievements - displayed on Smart TV (ongoing)
 - Maintain website with Club Championship results and Honour Boards (ongoing)
- Behaviour of Bowlers
 - Improve bowlers understanding of the etiquette of the game

Review

- Election of office bearers in 2021 was better than previous years however Men's coordinator was lacking a nomination and whilst eventually filled it has had an effect on operations during 2021.
- Generally the Bowls sections has been run well in terms of meetings and decisions are being made but not necessarily with total agreement.
- Events run during the year have been once again disrupted by COVID but generally have been run well. Club Championships were impacted with the finalisation being late in the year thus impacting the holding of presentation night – needs to get back to being run in October. Mixed Medley was cancelled due to lack of time to complete the program. Holding of Club Championships on fixed weekends has proved successful and should be considered in future years for the full range of competitions. Generally have come through COVID well. Decision made that unvaccinated bowlers/patrons not allowed on premises.
- Information supply for website and TV presentation has been average at the best and needs to improve, particularly when we move to a sub-committee set-up. Presentation night went well and should remain as a funded event (prize money and subsidised).
- There is still not a fully united Bowls Section and this provides some barriers to the smooth running of a Bowls program. This should be seen as a priority in 2022.
- Bowls section communication with the Greenkeeper and Club Manager has shown improvements and it is essential that this continues to develop.
- Behaviour of bowlers can still improve with still some notable incidents occurring during the year.
- Development fund for 2022 onwards needs reviewing and some agreed position taken and communicated. Specific goals need to be agreed to first.

Objective 2

To provide a venue that is recognised as a top-level bowls venue and one that enables our bowlers to achieve the aspired level of excellence.

Actions

- Generally the prime responsibility for actions in Objective 2 lies with the Green's Director & Greenkeeper
- The Green's Director and Greenkeeper is required to report monthly (with a forward looking focus) to the Management Committee as well as consult all stakeholders in regards to Greens maintenance
- High standard of greens to be maintained - Perform ongoing quarterly review of greens and surrounds preparation and maintenance to ensure professional and quality presentation of the Club
 - Report to MC meeting after each review
 - Regular meeting with Management Committee representative to maintain communication of a high level (as needed after each Management Committee meeting)
- Carry out greens maintenance consistent with an approved renovation plan and to ensure compatibility with bar and catering functions.
 - Increase level of communication between Greens staff, Bowls Section and Club Manager
 - Document a plan for 2021 by end March 2021 including soil testing, renovations and general maintenance (plan to be presented to the MC in April 2021)
- Budget to be kept at a level consistent with previous years
 - Management Committee to allocate initial budget in consultation with Green's Director and Greenkeeper (Treasurer - by end March)
 - Report on expenditure to date compared to budget at MC meetings on a quarterly basis – Treasurer to provide analysis
 - Management Committee to be consulted if more funds required

REVIEW

- The Greens and surrounds remain of a high quality and the Greenkeeper and Green's Director should receive recognition of this.
- Some issues remain to be tightened up on
 - Sand bunding and covering needs to be address (Council environmental consequences)
 - Ad hoc expenditure on clothing, tools etc. where MC approval is required needs to be followed
 - Considered input into budget process needs strengthening
- Reporting to the MC on activities, spending and forward plans has been variable and needs to improve
- Communication with Bowls Section and Manager, which is critical to the smooth running of the Club, has been better but still needs improving
- An area of improvement to focus on is the need for development of a 5 year plan and obtaining approval as well as developing grant applications

Objective 3

To maintain the heritage values of the Windsor Bowls Club within the Windsor Park heritage precinct.

Actions

- Centenary Celebrations to be professional and well-planned (Alan Brown)
 - Provide budget estimates as required
 - Release Centenary booklet on 22 April
 - Release Centenary Shirt when available
 - Include shirts to be given away to sponsors, officials etc.
 - Video production completed by end March
 - Official Ceremony proposal
 - Centenary dinner proposal to MC by end March
 - Report to Management Committee monthly

- Work with BCC to finalise the Heritage Conservation Plan, Access and Inclusion Assessment and development of the WBC Master Development Plan.
 - Responsibility lies with appropriate Management Committee members as identified at the time. It is important that all MC members are across the issues.
 - Continue discussions as required with the Brisbane City Council
 - Review status by end March 2021 when Council are due to report to WBC
 - Future activities will be determined as appropriate after discussions with Council

REVIEW

- Our heritage is recognised and is popular with all people, especially the Council
- Centenary celebrations have gone well with both the Bowls events and the major celebration. Whilst everyone is proud of the Club the effort required in the organisation has been left to a small few. On the plus side the running of events received plenty of assistance. It will end up as a major achievement but at a cost to few who did all the hard yakka!!!! Glad I (Mal) won't be involved ever again 😊
- Work has progressed slowly on both the Conservation Management Plan and the Access and Inclusion project. Progress may be made in the first half on 2022. The major outcome has been the maintaining of and in fact improvement in relations with the Council and their respect for our Club's achievements. The relationship developed should not be under-estimated; take our eye off this and the Club will suffer.

Objective 4

To have a visually attractive Clubhouse and surrounds with modern facilities consistent with the heritage values of the place.

Actions

- Conduct regular clubhouse cleaning and other maintenance (internal and external) to ensure professional appearance (Club Manager)
 - Schedule of maintenance to be expanded and maintained – Club Manager to report to monthly MC meetings
 - Routine maintenance (as requested by Club Manager or Management Committee) to be undertaken by House Maintenance Team – as required
 - Organise working bees in conjunction with the House Maintenance Team at least quarterly (Club Manager)
 - Specific work on the amenities to be done prior to Centenary celebrations
- Ensure equipment needs are met and safety issues address (Club Manager)
 - Chefs to provide list of requirements for kitchen
 - Check set up of downstairs food prep area including safety issues
 - Review refrigeration requirements
- Upgrade of phone and security services (As allocated by Management Committee)
 - Get quotes for new phone system (end June)
 - Update quote for new security system (end March)
 - Investigate options for grant funding of upgrades
 - Bid for grant before any upgrades completed
- Investigate costs of other upgrades (As allocated by Management Committee)
 - Refurbishment of the internal bar area with new commercial grade furniture (review at end June)
 - Weather-proofing of Gazebo area (by end March)
 - Toilet and change room upgrade (dependent on Council – update at end March)
 - Other as identified (see Priority document)

REVIEW

- This an objective where we have a long way to go but might make some progress over the coming few years

- The external appearance of the Club is very good but neglect its maintenance and it will deteriorate quickly. The southern wall already needs painting and will not be an insignificant cost. Planning for the next painting of the entire Clubhouse needs to be built into our forward thinking as it is a costly exercise
- Modernisation of the facilities inside the Clubhouse and displaying of heritage hopefully will evolve out of the A&I project and provide an opportunity to improve the 'look' of the Club
- Any upgrades have been deferred until progress is made with the A&I project – in the interim a focus on keeping the Club tidy is required.
- Tidiness of the Clubhouse remains an issues with lots of bits and pieces left lying around the bar area and the behind the bar. Improvements required in this area – once again if the A&I project proceeds it is essential that provision is made for storage facilities staff items, paperwork etc.
- Security system has been upgraded (resulting in less security malfunctions being reported) and generally the phone issues have been sorted out.
- Upgrading of refrigeration is in progress.
- Scheduled routine maintenance has occurred - timing and organisation needs to have a higher focus as some of this impacts on lease and insurance issues.
- Working bees are non-existent with work relying on one or 2 individuals. The lack of an operational House sub-committee has certainly impacted here.
- WHS issues remain regarding the storage of stock – again hopefully the A&I project will cover this. Testing and Tagging is done regularly.

Objective 5

To have a profitable and sustainable bar and catering business that provides high levels of quality service.

Actions

- Generally the prime responsibility for all actions under Objective 5 lies with the Club Manager
- The Club Manager is required to report monthly (with a forward looking focus) to the Management Committee as well as consult with the Management Committee about staff recruitment and financial issues
- Run a professional bar and catering business (ongoing)
 - Clubhouse kept tidy at all times
 - COVID principles implemented at all times
 - Behaviour issues address in timely manner
- Run an efficient and effective bar and catering operations (Club Manager)
 - Have correct balance between staffing levels, cost of sales and prices charges to ensure a profitable business
 - Quarterly review to be completed – Club Manager, Treasurer and MC
 - Prices to be reviewed 6 monthly (in line with excise increases)
 - Complete ad hoc investigations regarding profitability of the trade
- Carry out ongoing bar maintenance (Club Manager)
 - Annual maintenance of beer system and cold room - \$2,000 budget allocation
 - Ensure bar equipment maintained (glasses, nip pourers, etc.) - \$1,000 budget allocation
- Ensure catering accessories are adequate (Club Manager)
 - Budget allocation of \$1,000 for purchase of catering accessories to ensure quality service is provided to patrons
 - Chef to review current adequacy and provide recommendations
- Ensure routine maintenance is completed for filters, flue, carpet, chairs, pest control, fire safety, etc. (Club Manager)
 - Maintenance check list to be kept up to date and report to MC monthly
- Investigate options to increase bar and catering profits (Club Manager)
 - Ensure suitable combination of staff and volunteers to run the bar & catering business
 - Utilise website, business google, Facebook letterbox drops more effectively
- Undertake fund raising activities as required

- Review need for Trailer raffle and Bunnings fund raisers (Management Committee)
- Friday night raffles are the major source of fund raising profits (Club Manager)
- Bowls event raffles to continue (Tournament Director)

REVIEW

- Trade for the Club has been disrupted by COVID. However it has recovered well and is back to pre-COVID levels.
- Profitability of the bar trade is not too bad but we must ensure increases in costs are covered adequately by our takings. Our catering business does not produce any profit directly but is an essential part of Friday nights and other events. That being said prices need reviewing at least to ensure we cover operating costs. Allowing patrons to order in food for functions has been successful.
- Maintenance issues covered above.
- Bar and kitchen equipment need to ensure we have the right 'tools' available to do the job.
- Stock management on the catering side needs significant improvement. New fridges and freezers should provide the capacity to do this. The Chef remains highly concerned about stock management and this needs urgent addressing.
- Bar stock needs continued organisation to ensure we buy at the best price.
- Raffles are going well. Just need to keep an eye on so they don't fall away.
- Under a part-time manager arrangement we need to get better at asking for help with shopping and that type of duty to ensure the manager focus on the more important issues of WHS issues, maintenance, staffing, etc.

Objective 6

To have strong administrative and financial management of the Club to ensure the Club continues to thrive well into its second century of operation.

Actions

- Management Committee general responsibility
- Ensure an efficient and effective administration of the Club. Ensure all relevant licences and services are reviewed before payment
 - Create checklist of licences, policies, etc. with review timings - ?
 - Decide what policies need reviewing by end January
 - Undertake reviews as decided above
- Investigate options to reduce club's operating costs or raise additional revenue
 - Look for continued cost savings with utilities of services (Management Committee and Club Manager)
 - Investigate further opportunities for sponsorship – Treasurer and Chairman with All MC assistance
- Monitor precinct development plan to ensure key issues (e.g. carpark, water capture) are addressed with BCC
 - Discussions with Council as required – Chairman with assistance from MC

REVIEW

- This has been a short-coming of the Club for some time and continues to be so. This must be addressed at the next AGM otherwise we will lose what current resources and skills (people) we have
- No policies or licences have been reviewed as such with most of the focus being on implementing on the run policy for COVID situations. Will need increased attention in the short term
- 1 new sponsor obtained (Bare Funeral) however maintenance of our major sponsors continues to use significant resources.
- At some stage another major sponsor is required as if one of our major sponsors pull the plug our Bowls Tournament program is vulnerable.
- Precinct issues are on the table but moving slowly within Council