

Windsor Bowls Club Inc.

Action Plan 2022



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:

- Executive 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.

- **Key Result Area – To build a united and professional Bowls section that aspires to be highly organised and achieve strong bowls outcomes – a Bowls section where the Men’s and Ladies bowlers work together to achieve outcomes**

Actions:

- 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 and a willingness to work together
- The Bowls Section is required to meet monthly and report monthly (focussing on major strategic bowls issues and future planning) to the Executive Committee
- Develop and run an approved Bowls Program that is viable and professional (including event budget monitoring and sponsor recognition)
 - Development of a Bowls program (calendar) that includes all bowls activities (with ideally additional playing days)
 - Twilight bowls
 - Summer competitions (including a budget of \$4,000)
 - Tournament organisation, sponsorship and budgets with Organisers appointed
 - Implement a strong coaching program
 - Ensure professional representation of the Club high priority (at home and away)
- Put forward proposals for a Bowls Discretionary Fund to cover a range of actions including but not exclusive to attracting new bowling member (e.g. provision of shirts, reduced membership fees, etc.), attracting junior players and providing development opportunities to current bowlers
- Provide appropriate recognition of bowls/bowlers
 - Club Championships winners and runners-up budget - \$1,800 same as 2021
 - 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)
 - Maintain an historic register of results and photos
- Behaviour of Bowlers
 - Improve bowlers understanding of the etiquette of the game

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.

Key Result Area: Develop a 5 year Strategic Plan for the greens and grounds development with a detailed 1 year short term program.

Actions:

- Develop 5 year forward plan for the greens and surrounds development
 - Have a detailed 1 year plan developed in conjunction with the Club manager and Bowls Section
 - Specific costing estimates for major improvements for input to grant bids including upgrading of irrigation system, interior of greenkeepers shed, water storage, and other greens maintenance
- The Green’s Director and Greenkeeper are required to undertake a quarterly review of the greens and surrounds. They report monthly (with a strategic and forward looking focus) to the Executive Committee as well as consult all stakeholders in regards to Greens maintenance
- Maintain high standard of greens - carry out greens maintenance consistent with an approved renovation plan and to ensure compatibility with bar and catering functions.
- Budget to be kept at a level consistent with previous years
 - Executive 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 EC meetings on a quarterly basis – Treasurer to provide analysis. Executive Committee to be consulted if more funds required.

Objective 3

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

Key Result Area: Monitor the progress and undertake appropriate actions arising out of the A&I project

Actions

- Liaise with Council regarding the finalisation of the Conservation Management Plan
 - Determine short term immediate actions required to meet the requirements of the plan
 - Provide budget estimates as required
 - Communicate the implications of the Plan to the Executive Committee and general members of the Club
- Taking into account developments proposed through the Access and Inclusion project develop plans to highlight heritage aspects of the Windsor Bowls Club
 - Accumulate a portfolio of photos to allow better display of our heritage
 - Provide report and budget estimates as required to the Executive Committee

Objective 4

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

Key Result Area: Develop a forward strategic plan covering other developments required at the Club outside the bounds of the A&I project

Actions

- Liaise with Council about the potential Access and Inclusion upgrades
 - Provide appropriate input into modernising the Club facilities as the project proceeds
 - Develop plans and costing for other associated works that might complement the A&I works
 - Refurbishment of the bar and gaming areas
 - New furniture for the bar area
 - Upstairs hall furnishings
- Identify other major priority works required to complete the modernisation of the Club, e.g.
 - Gazebo covering; Greenkeeper's shed interior; Other as identified
- Conduct regular clubhouse cleaning and other maintenance (internal and external) to ensure professional appearance
 - All compliance issues are addressed
 - Schedule of maintenance to be comprehensive – Club Manager to report to monthly EC meetings
 - Regular kitchen cleaning to be included (budget required)
 - Routine repair and maintenance (as requested by Club Manager, Executive Committee or as identified by the House and Grounds sub-committee) to be undertaken by House and Grounds Sub-committee – as required
 - Specific attention to be given to the paint work of the southern face of the building
 - Budget implications to be submitted prior to undertaking any major work
 - Working bees to be organised by the House and Grounds sub-committee to generally enhance the presentation of the Club (at least quarterly)
 - Program for the year to be developed by the Sub-committee
- Ensure provision of appropriate equipment to allow business to be undertaken efficiently and health and safety issues are met (Club Manager)
 - Chefs to continue to provide list of requirements for kitchen
 - Downstairs mini-food prep area to be kept clean and tidy
 - Bar equipment to be reviewed regularly
 - Install new refrigeration requirements and investigate ways to improve stock management
- Monitor and coordinate actions arising from
 - Resilient Clubs program; External grounds audit; Building Condition audit

Objective 5

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

Key Result Area: continue effective bar service and improve catering financial outcomes

Actions

- The Club Manager will report monthly (with a forward looking focus) to the Executive Committee as well as consult with the Executive Committee regarding staff recruitment and financial issues
- Run a professional bar and catering business (ongoing)
 - Clubhouse kept tidy at all times
 - Good hygiene and sanitising processes in place
 - Behaviour issues addressed in a 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
 - Half yearly review to be completed – Club Manager, Treasurer and EC
 - Prices to be reviewed 6 monthly (in line with excise increases)
 - Complete ad hoc investigations regarding profitability of the trade
 - Ensure stock management is of a high order
- 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, kitchen cleaning, etc. (Club Manager)
 - Maintenance check list to be kept up to date and provide updates to the EC monthly
- Develop methods 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
 - Friday night raffles are the major source of fund raising profits (Sub-committee)
 - Bowls event raffles to continue (Tournament Director)

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.

Key Result area: To review all current policies and implement better monitoring of utility usage

Actions

- Ensure an efficient and effective governance and 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
- Review constitution
- Investigate options to reduce club's operating costs or raise additional revenue
 - Look for continued cost savings with utilities of services (Executive Committee and Club Manager)
 - Investigate further opportunities for sponsorship - All EC assistance
- Improve application of financial governance