



Beaumont Bowling Club Business Plan 2017 - 2018

30 June 2017

Special Board Project 2017 – 2018

Strategy	Action	Responsibility	Timeline	Resources Required
Undertake an Options Study for the future direction of our bowling greens and their management	1. Appoint Project Committee	Board Executive	End June 2017	
	2. Develop Terms of Reference for Study	Project Committee	28 July 2017	
	3. Sign off on Terms of Reference	Board	14 August 2017	
	4. Complete study	Project Committee	End March 2018	External consultant ?
	5. Decide on future of greens	Board	Mid May 2018	
	6. Decide any changes to be in place by end of June 2018	Board	End May 2018	

Portfolio: Governance and Finance

Portfolio Committee
Ian Williams – Convenor
John Binks-Williams

Strategy	Action	Responsibility	Timeline	Resources Required
Conduct the affairs of the Club consistent with the requirements of the constitution.	1. Be diligent to identify need to change the constitution	Convenor	Ongoing	
	2. Ensure that club procedures are consistent with the constitution	Club Secretary	Annually in March	
	3.			
Ensure that the Club operates compliantly with applicable legislation	1. Be diligent to identify changes to applicable legislation including OHS&W	Convenor/Club Secretary	Ongoing	
Develop governance which ensures the best leadership for the sport.	1. Actively compare our governance with that of likeminded clubs	Convenor	Ongoing	
	2. Attend a seminar annually	Convenor	Annually	Seminar cost\$500
Develop an annual financial plan.	1. Develop a draft budget for 2017/18 with identified savings for future projects	Convenor/Treasurer	May/June 2017	
	3. Identify all grant opportunities and ways of accessing them.	Convenor	Ongoing	
	4. Review all funding sources outside of Membership Fees and identify ways of maintaining and expanding these.	Board	June – August 2017	
Review and define the roles and responsibilities of key personnel	1. Develop a set of tasks and expectations of key personnel in the club.	Secretary	December 2017	
Review current committee structure and develop a management structure to implement the strategic plan.	1. List all current committees and their membership, frequency of meetings and outcomes achieved. Identify what is needed	Secretary	August 2017	
	2. Appoint Convenors for realigned sub-committees and provide scope and timeline to achieve outcomes.	Board	June 2017	
Develop a succession plan for key positions.	1. Identify any prospective and potential leaders for the Board's key roles and ensure there is an	Board	Ongoing	

	ongoing recruiting strategy for these roles.			
Maintain the current sponsorship package to keep current sponsors and attract new ones	<ol style="list-style-type: none"> 1. Continue regular communication with our sponsors and respond to needs as they arise. 2. Seek opportunities to recruit new sponsors. 	Leonie Trimper, Tony Heneker, Peter Hodgson	Ongoing	
Identify all grant opportunities and ways of successfully accessing these	<ol style="list-style-type: none"> 1. Continue to maintain networks so that appropriate grant opportunities are readily accessed. 	Board	Ongoing	
Identify potential advocates from the community who are prepared to support the club to raise funds to carry out improvements	<ol style="list-style-type: none"> 1. Maintain liaison with the Council and elected representatives at both state and local levels. 	President	Ongoing	
Negotiate and lobby for new lease arrangements	<ol style="list-style-type: none"> 1. Review the sample lease agreement that has been provided by the Council and identify any areas of concern and gaps in the Club's operation 	Board	June to October	
Prioritise ways in which other funding avenues areas of support can be accessed.	<ol style="list-style-type: none"> 1. Identify ways that people can donate to the Club and have their donation recognised in perpetuity. 	Board		
Establish a risk Management policy	<ol style="list-style-type: none"> 1. Establish/Upgrade Risk Register 	Tony Read	July 2017	
	<ol style="list-style-type: none"> 2. Prepare risk management Plan 	Tony Read	August 2017	
To identify all key positions in the Club needed to lead the Club and optimise the success of activities.	<ol style="list-style-type: none"> 1. Identify key positions in the Club required to lead the Beaumont Bowling Club over the next 3 years. 	Board	July 2017	
	<ol style="list-style-type: none"> 2. Define the tasks and responsibilities of each of these positions in a format that can be circulated to all members and displayed in the Club. 	Board	August 2017	

Portfolio: Facilities (Assets and Greens)

Portfolio Committee
 Ian Campbell – Convenor
 Ian Williams
 Brian Molloy
 John Bohner
 Leigh Tonkin

Strategy	Action	Responsibility	Timeline	Resources Required
<p>Review the state of all current facilities which will include....greens, clubhouse, toilets, bar, kitchen, green surrounds, seating, scoreboards, pathways, etc</p>	<ul style="list-style-type: none"> Undertake a review of BBC’s greens, Clubhouse and surrounds and identify major capital works and maintenance items for consideration during 17/18 FY 	<p>Ian C/John Bohner/ B Molloy/I Williams/ L Tonkin (Facilities team)</p>	<p>May 2017</p>	<p>Completed</p>
<p>Develop a facilities plan which will include replacement/upgrades/and new developments in priority order</p>	<ul style="list-style-type: none"> ‘Asset review action’ document identifying these works, the action required, cost estimate and timing to be updated. (See attached document) 	<p>Ian C</p>	<p>June 2017</p>	

	<p>2017-18 considerations</p> <p><u>Capital Works</u></p> <ul style="list-style-type: none"> • With assistance from Burnside Council Complete ventilation requirements for Kitchen and determine requirements for both toilets • Review of Security System and locks and implement system • Purchase a new Barbecue • Purchase Outdoor foldaway tables (3 -‘A’ green, 3 -‘B’ green, 2- pergola) and foldaway chairs (6- ‘A’ green. 6 -‘B’ green and 6-Pergola) • Painting of Club house using ‘work for the dole’ program • Screening fence on main entrance drive way to hide bin area • Research refurbishment requirements for bar area and indicative cost • Undertake research on implementing ‘Cup’ ground watering system to replace overhead system • Research hydraulic lift specs for disabled access entry and submit to Burnside Council for consideration in 2018-19FY • Toilet upgrades (preliminary activities in preparation for 2018/19 FY) <p><u>Maintenance work (Working Bee Volunteers)</u></p> <ul style="list-style-type: none"> • Remove seats on Eastern side of C green • Repair fixing holes to this area and paint over new areas 	<p>Ian C</p> <p>Facilities team</p> <p>Ian C /Ian W</p> <p>Ian C/Ian W</p> <p>Facilities team</p> <p>Facilities team</p> <p>Ian C</p> <p>Facilities team</p> <p>Facilities team</p> <p>Ian C /Abitate</p>	<p>June 2017</p> <p>July/Aug ‘17</p> <p>Aug ‘17</p> <p>Aug ‘17</p> <p>Sept/Oct</p> <p>Sept ‘17</p> <p>Nov ‘17 \ Dec’17</p> <p>Jan ‘18</p> <p>Feb ‘18</p>	<p>Burnside Council/Humphries Electrical Funding \$1,000</p> <p>Funding \$1,000</p> <p>Funding \$1,200</p> <p>Funding \$750</p> <p>‘Work for Dole’ members Funding \$1,500</p> <p>Facilities team members and ‘volunteers’ Funding \$500</p> <p>Funding \$500</p> <p>Funding \$600 – Elevation and 3D plans</p>
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	<ul style="list-style-type: none"> • Fix all shade sheets on C green • Sand/replace timber (where required) and repaint seats on eastern side of A green • Fix flood light in front of building awning • Repair timber and lock area on Soil shed • Concrete over gas line on eastern side of Clubrooms • Concrete in front of the Paint Shed • Pave under the New Pergola • Replace wooden seating on Eastern side of 'B' Green with spare aluminium seat under Pergola • Remove all grass clippings from in front of soil shed • Finishing painting at rear of Club house including back kitchen door. • Clean and Paint top of 'Paint Shed' • Paint Western boundary fence on A green ('work for the dole' program) • Install shelter over 'Grease Trap' • Replace damaged 'promoter' flag pole on western side of C green <ul style="list-style-type: none"> • Review and include additional items to the 'Asset review asset' document when they become evident throughout the year. • Maintain working bees on the third Monday of each month and encourage volunteers from the Club to participate 	<p>John B/ Brian M</p> <p>Ian C</p> <p>Facilities team</p> <p>Facilities team</p> <p>Leigh T</p> <p>Leigh T/John B</p> <p>Facilities team</p> <p>Facilities team</p> <p>Facilities team</p> <p>Facilities team</p> <p>Facilities team</p> <p>Facilities team</p> <p>Facilities team</p> <p>Facilities team</p> <p>Facilities team</p> <p>Facilities team</p>	<p>May '17</p> <p>June '17</p> <p>June/July '17</p> <p>July '17</p> <p>July '17</p> <p>July '17</p> <p>Aug '17</p> <p>Aug '17</p> <p>Sept '17</p> <p>Sept '17</p> <p>Oct '17</p> <p>Oct '17</p> <p>Nov '17</p> <p>Nov '17</p>	<p>Completed</p> <p>Funding \$400</p> <p>Funding \$200</p> <p>Funding \$150</p> <p>Funding \$50</p> <p>Funding \$100</p> <p>Funding \$300</p> <p>Funding \$500</p> <p>Funding \$500</p> <p>Funding \$100</p> <p>Funding \$400</p>
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<p>Continue to source funding opportunities to assist with the updating of Club assets identified in the Club's asset review and identify cost saving methods to improve the Club's profitability</p>	<p>Investigate funding opportunities through:-</p> <ul style="list-style-type: none"> • Membership base donations • Sponsorship discounts and offers • Grants • Club fundraising events <p>Cost savings-</p> <ul style="list-style-type: none"> - Investigate power saving opportunities through more efficient lighting and solar panels - Bulk purchases of green-keeper's supplies <ul style="list-style-type: none"> • Review Green's Management Plan (GMP) booklet and update accordingly • Develop green's standard goals based on usage expectations, budget and resources and update appendix 'A' of the GMP • Continue to maintain Green-keeper's daily application spreadsheets and data collection methods to facilitate daily, monthly and yearly records. • Continue to use templates to assist in reporting to the Board: <ol style="list-style-type: none"> 1. Greenkeeper's Report 2. Facilities (Greens) Report • Encourage an increase of Club volunteers to assist the Green-keeper with green preparation, green surrounds and garden maintenance • Green-keeper to identify opportunities for 	<p>Leigh T</p> <p>John B/Brian M</p> <p>Facilities team</p> <p>Ian C/Leigh T to co-ordinate</p> <p>Facilities Team</p> <p>Ian C/Ian W/Cool or Cosy</p> <p>John B</p>	<p>Jan '18</p> <p>Feb '18</p> <p>ongoing</p> <p>Third Monday of each month</p> <p>Throughout FY</p> <p>Dec '17</p> <p>throughout FY</p>	<p>Funding \$100</p> <p>Funding \$150</p>
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<p>Refine the 'Green's Management Plan' (GMP) developing strategies for improvement in 2017-18.</p>	<p>training and development via seminars, experts in the field and consultation with other green-keepers and/or managers</p> <ul style="list-style-type: none"> • Maintain cost controls within the budget set by the Board by: <ul style="list-style-type: none"> - Cost effective purchasing - Alternative product comparison - Bulk Purchasing 	Ian C/John B	May/Jun '17	Reviewed May '17
		" "	June '17	
		John B	Ongoing	
		John B	Ongoing	
		Facilities Team	Throughout FY	
		John B/Ian C/Board	Throughout FY	May 30 – Attended Clubs SA forum on 'Water & Power'
		John B	Ongoing throughout year	

<p>Develop and implement a plan to involve neighbouring clubs, schools and businesses in the use of club facilities/joint activities</p>	<p>Facilities team to facilitate a ‘brain-storming’ session with Bowls Ops and Membership and Recruitment coordinators to develop a plan to:</p> <ul style="list-style-type: none"> • Identify bowls and function activities and opportunities with bowling clubs within our region that would extend the use of our hall and facilities • Offer a program to use the Club facilities and greens for bowls and fun activities for students in local schools (with consideration to Child Safety Policies and Procedures) • Promote Club facilities to local businesses for meeting and Social Club functions. • Second a Club member as ‘Communities co-ordinator’ to develop and implement the plan 	<p>Ian C/John Bohner/ B Molloy/I Williams/ L Tonkin/Tony R/ Bob S/Leonie T/Tom P/ Tony M</p>	<p>Review Sept 2018</p>	
<p>Review current community users and investigate widening their use.</p>	<p>Meet with the Presidents/Secretaries of the two Probus Clubs and the leader of the Christadelphian Church which currently hire our hall to encourage them to extend their use of the Club by:</p> <ul style="list-style-type: none"> - Holding lunch and dinner functions at the Club - Using the greens/BBQ area for social occasions - Inviting them to ‘Family ‘Come and try’ Bowls evenings - Actin on other outcomes which evolve from the meetings 	<p>‘Communities Co-ordinator’/Tony Myles</p>	<p>Review Sept 2018</p>	
<p>Canvas other bowling clubs on various options they use to involve their community</p>	<ul style="list-style-type: none"> • Contact/meet with Presidents/Secretaries of ‘Progressive’ Clubs within and out- side of our ‘local area’ to gain ideas in facilitating interaction and involvement with their local communities • Research Bowling Club websites to investigate their Community involvement programs • Trial any new ideas suitable to the BBC 	<p>‘Communities Coordinator’/Leonie T/Bob S</p>	<p>Review Sept 2018</p>	

Portfolio: Bowls Operations and Improvement

Portfolio Committee
 John Binks-Williams – Convenor
 Tony Read
 Bob Scholefield
 John Bohner
 Leonie Trimper

Strategy	Action	Responsibility	Timeline	Resources Required
Provide a bowling improvement program involving challenging tasks and training	1. Identify and offer a wide range of activities for those bowlers who wish to improve their skills. eg coaching, practice drills, information sessions, mentoring, tournaments etc	Bowls Operations and Improvement Committee	Ongoing	
Review current bowls activities (pennants and social) and develop ways to support individual members to continue to enhance their skills and enjoyment.	Opening Day Manage internal and external trial games prior to pennants commencing.	President Selection Panel	9 September 2017	Develop running sheet templates
	Selection Panel <ul style="list-style-type: none"> • Appoint Chairman • Establish a voting procedure to elect members • Convene and chair Panel meetings • Update team selection board • Ensure selection practices follow the agreed policy. 	Board Chairman of selectors Chairman of selectors Chairman of selectors Chairman of Selectors	Mondays Mondays	Develop Selection Policy
	Manage Pennant teams <ul style="list-style-type: none"> • Seek feedback where appropriate from skippers re team's performance. • Contact members where there has been a significant change with their position and level. • Keep records of who plays each week • Appoint umpires, measurers and side managers. • Nominate rink duty teams • Organise sandwiches for home games 	Chairman of Selectors and Panel members	October 2017 –March 2018	Develop running sheet templates
	Manage Social Bowls <ul style="list-style-type: none"> • Wednesday 	G. Wales, T. Read	March 2018 –August 2018	Develop running

	<ul style="list-style-type: none"> Saturday 	C. Nance, V. Barber		sheet templates
	Manage Night Owls including exploring ways to increase participation.	Leonie, John and members	October 2017- March or early April 2018	Develop running sheet templates
	Continue the initiative of Barefoot Bowls and monitor community interest.	Leonie, John and others	November 2017-February 2018	
	Conduct the Club Championships	<ol style="list-style-type: none"> 1. Establish a committee. 2. Develop policies and procedures for participants using examples from other clubs. 3. Organise trophies and Presentation Night 	<p>Convenor Convenor and committee</p> <p>Convenor and President</p>	Develop running sheet templates
	Club Tournaments (at BBC)	<ol style="list-style-type: none"> 1. Establish a committee to cover all facets of the tournament eg food, publicity, contacting other clubs etc 	<p>20 November 2017</p> <p>19 February 2018</p> <p>Bowls Operations</p>	Develop running sheet templates
	Playing in other club tournaments	Appoint a coordinator to disseminate information and organise club members.	Bowls Operations	Develop running sheet templates
Recruit and provide support to increase the number of coaches in the club.	<ol style="list-style-type: none"> 1. Identify key players who may wish to undertake a coaching accreditation course. 	Convenor	TBA	Cost of course\$500
Provide specific coaching times and activities for members to access	<ol style="list-style-type: none"> 1. Identify Club members willing to provide coaching sessions 2. Identify external coaches 			Cost of coaching\$500
Develop a youth recruitment program and provide the appropriate coaching and support to engage young people in the sport	Defer and consider in 2019 if larger pool of coaches available.			

Portfolio: Membership and Recruitment

Portfolio Committee
Leonie Trimper – Convenor
Tom Pointon

Strategy	Action	Responsibility	Timeline	Resources Required
To establish and implement an Induction Plan for new members.	<ol style="list-style-type: none"> Enhance existing and introduce Welcome and Club Information Pack. Offer new members a range of activities to support their introduction to bowling. This range would include coaching and mentoring 	Membership and Recruitment	July/ August 2017 Ongoing	Printing Costs \$1000
To develop a recruitment plan which identifies strategies for attracting new members	<ol style="list-style-type: none"> Approach and encourage Night Owl bowlers to join Club to play pennant or social bowls. Develop marketing / advertising plan directed at: <ul style="list-style-type: none"> Retirees Women Families 	Night Owl Co-ordinators	Ongoing	
		Membership and Recruitment	Ongoing with key initiative in August.	Advertising costs as per budget \$1000
To develop a strategy to identify the reasons why members leave the Club so the information can be used by the relevant committees and the Board.	<ol style="list-style-type: none"> Ensure all players who leave are contacted and the reasons for their departure are ascertained. Information to be passed to the board for action if relevant. 	Membership and Recruitment	June 2017	
Review the impact of the website which not only provides information to members but also the wider community	<ol style="list-style-type: none"> Monitor usage of the website developed in 2016. Review the current Facebook page and establish procedures to ensure it is up to date. 	Web Manager Vonnie Barber and Selwyn Stevens		
To ensure all communications carry	<ol style="list-style-type: none"> Monitor BBC suite of communication mediums (emails, brochures, website, etc and ensure 	Membership and Recruitment	Ongoing	Possible printing costs

consistent branding.	consistency of branding			
	2. Make appropriate changes where necessary	Membership and Recruitment / Board	July 2017	Possible printing costs
To continue to provide a quality newsletter to members and sponsors.	1. Determine Club / Sponsor contacts and stakeholders for newsletter.	Membership and Recruitment	President	
	2. Continue to provide a newsletter to Club members 6 weekly or for special events as and when determined.	President	After each Board meeting	Printing costs for non-email subscribers
	3.			
To review the quality of information provided within the Club to ensure they are relevant, accessible and attractive.	1. Conduct review of current noticeboards and locations and recommend appropriate changes / purchases.	Membership and Recruitment / Facilities	July 2017	Purchase or relocation of existing noticeboards\$500
	2. Monitor currency, accuracy and timelines of information provided on these boards.	/ Secretary	Ongoing	
	3. Ensure members are directed to review any new notices for information requiring their actioning.	President	Ongoing	

To implement regular strategies for acknowledging and thanking volunteers.	1. Establish a register of all volunteers in the Club and what they do.	Member and Recruitment	Ongoing	
	2. Coordinate regular ways of acknowledging the volunteers and the work they do.		Ongoing	
To provide opportunities and incentives for members to volunteer their expertise and time to the Club.	1. Promote and advertise specific activities on a need basis	Member and Recruitment	Ongoing	
	2.			
	3.			
Implement a range of social activities that are fun and attract members to the club. Ensure that all members have specific and personalised invitation to events	1. Bar operations	John B_W, John Forrest, Tom Pointon, Gordon Jackson and others		
	2. Happy Hours	Leonie, John and members		
	3. Christmas and Easter raffles	Heather Forrest, Prue Langsford		

	4. Quiz Night	John Elwin and others		
	5. Organise a roster to conduct raffles on Wednesdays and Saturdays when the numbers permit.	Brian Molloy		
Ensure that behavioural expectations are explicit and promote a culture of harmony and respect	Ensure that Code of Practice and Grievance Measures are known to all members	Portfolio Committee		