



CITY OF ECHUCA BOARD OF MANAGEMENT

STRATEGIC PLAN 2019—2022

VISION STATEMENT

To ensure that every member and visitor enjoys their experience at our exemplary club.

MISSION STATEMENT

- ◆ **To provide a first-class bowling and social complex.**
- ◆ **To operate in a friendly and co-operative manner, and create a welcoming environment for all.**
- ◆ **To provide opportunity for bowlers to increase their skill, and to reach their bowling aspirations at their level of choice.**
- ◆ **To encourage good sportsmanship and team participation.**
- ◆ **To promote our club in a way that will increase club membership and club visitors.**
- ◆ **To engage with other bowling clubs and our local community.**

Objective 1

Provide Welcoming Experiences

All guests and members arriving at City of Echuca Bowls Club will have positive experiences in bowling and social interaction.

- ◆ Maintain and enhance the culture that 'City of Echuca is a friendly club'.
- ◆ Increase bowling opportunities for members and visitors—barefoot, social and competitive events.
- ◆ Increase involvement in all aspects of the club—playing, coaching, administration, volunteering and social events.
- ◆ Maintain and develop the mentor program.

Objective 3

Provide Excellent Facilities

The greens, the clubhouse and all its surrounds will be enhanced for use by members and visitors.

- ◆ Produce maintenance schedules for all areas :-
 - Greens and surrounds
 - Clubhouse including kitchen, bathrooms and bar.
- ◆ Upgrade and maintain greens and surrounds :-
 - Plan and provide for long term water provisions
 - Plan replacement program for major equipment
 - Upgrade fencing to a high standard.
 - Complete provision of shade shelters
- ◆ Upgrade and maintain clubrooms :-
 - Replace cladding
 - Ensure roof, fascia boards, spouting are in excellent condition
 - Improve acoustics in the dining room
 - Plan for replacement of major equipment
- ◆ Promote external use of the clubrooms outside of the Club's requirements.
- ◆ Build a further toilet block on the north side of the greens.

Objective 2

Provide Effective Management

Effective management for long term sustainability will be developed, improved and consolidated.

- ◆ Maintain rigorous financial management through
 - Long term fund raising.
 - Identifying new revenue sources
 - Access available grants / funding opportunities
 - Banking relationship
 - Bequest Policy
- ◆ Provide effective governance and administration through support and training for :- Executive and Board, Committees and Volunteers.
- ◆ Review employee satisfaction and plan for succession.
- ◆ Recognize and acknowledge volunteers for their contributions.
- ◆ Engage with the community to increase membership.
- ◆ Increase access to Bowls Australia, Bowls Vic and RBM expertise.

Objective 4

Use Effective Communication

Effective communication, marketing and sponsorship opportunities will be developed, improved and enhanced.

- ◆ Develop a pro-active marketing strategy
- ◆ Improve and increase all forms of communication—social media, digital, distribution lists etc.
- ◆ Enhance agreements with current sponsors and access new sponsors.
- ◆ Access and encourage members who have skills that will benefit the Club.

SWOT ANALYSIS

STRENGTHS

- ◆ Welcoming and friendly atmosphere.
- ◆ Four top class greens.
- ◆ Monday, Tuesday, Thursday and Saturday social events.
- ◆ Strong pennant teams.
- ◆ Success in tournaments and State events.
- ◆ Friendship, openness and inclusiveness.
- ◆ Diversity of members.
- ◆ May Bowls Carnival.
- ◆ The Club Board manages the land and facilities.
- ◆ Strong volunteer culture.
- ◆ Social bowls bringing new, enthusiastic and younger members to the Club.

WEAKNESSES

- ◆ Volunteer participation could be expanded.
- ◆ Aging membership and implications for the future.
- ◆ Playing numbers stagnating.
- ◆ The age of the Club facilities.
- ◆ Upgrading and maintenance of facilities.
- ◆ Aging equipment.
- ◆ Lack of involvement in leadership positions.
- ◆ Lack of toilets near the back greens.

OPPORTUNITIES

- ◆ Build on popularity of key social events—such as Monday nights, including barefoot bowls.
- ◆ Create and promote alternate forms of the game for social enjoyment through the Bowls Sub-Committee.
- ◆ Continue to improve methods of increased communication.
- ◆ Promote bowls as a viable activity for business and corporate events.
- ◆ Promote the club as a viable venue for community events.
- ◆ Promote the uniqueness of the club.
- ◆ Promote bowls as a sport for all ages.
- ◆ Upgrade the clubhouse to reflect its 50s architecture.
- ◆ Explore grants relevant to our needs.

THREATS

- ◆ Reliance on our greenkeeper and his special set of skills and work ethic.
- ◆ Aging membership and its effect on volunteer capacity.
- ◆ The strength of other clubs with different funding mechanisms.
- ◆ Inability to maintain and upgrade the clubhouse.
- ◆ Lack of big sponsors.
- ◆ Long term funding opportunities.