

YARRA JUNCTION BOWLING CLUB

**Strategic Business Plan
Financial Year Ending 2022**



YARRA JUNCTION BOWLING CLUB -
AIMS for 2021-2022

- 1) Improve membership numbers.
- 2) Improve on field performance.
- 3) Develop closer ties with all community groups.
- 4) Consolidate / improve finances.
- 5) Create and maintain a happy and harmonious environment for our members.
- 6) Increase volunteer participation.
- 7) Continue to improve social media skills and access.
- 8) Maintain and improve sporting and social facilities.

Overview

Yarra Junction Bowling Club was founded in 1962 and over the years has been a very successful club, both in terms of competitions won and of membership which has numbered over 200.

Over more recent years Yarra Junction Bowling Club membership, like so many other sporting clubs, had dwindled and for a few years was at a dangerously low level. This trend has, to some extent, been reversed and new membership numbers are currently outnumbering membership losses. For Yarra Junction Bowling Club to continue to be an active participant in bowling it is vital that we continue to encourage new members to join and to eventually become full playing members.

An extensive upgrade of playing facilities, which took place five years ago, has placed the Club in a strong position, and constant work by the Club and members, to improve facilities, makes Yarra Junction Bowling Club an attractive destination for new members and visitors. These improvements must be maintained.

A much needed upgrade of facilities to provide proper access and amenities for disabled community members has been promised by Yarra Ranges Council and detailed working plans are currently being prepared

Over recent years an emphasis has been placed on greater interaction with the local community and community groups. This should be maintained and expanded as far as possible as these activities provide income from outside the Club and also raise community awareness of Yarra Junction Bowling Club.

As in every aspect of life in 2020 and 2021, disruptions caused by Covid-19 have made planning for the short term very difficult. Many proposed programs and projects have had to be postponed or cancelled and the preparation of budgets has been impossible.

Major assumptions

Cost of membership remains reasonable.

Bowls remains popular in the community.

State and local Government sees bowls as a desirable sport and social amenity for the community.

Critical success factors

Financial stability and growth.

Bowling to have a strong market profile.

Increasing levels of sponsorship.

Increasing membership.

Active support from State and Local government.

Issues facing the organisation

Provision of sufficient funds to run the Club, make improvements and set aside a future fund for capital expenditure, (particularly the replacement of the existing green).

Ongoing difficulty in increasing membership numbers in the face of competition from many other sources.

Need to continue to raise community awareness of the Club.

Vision of Yarra Junction Bowling Club

Core values

The club will provide a platform to offer the game of bowls to club members and the wider community without regard to gender, ability, ethnicity or age.

We will work together to provide a harmonious environment for all club members and visitors to the club.

We will aim for continuous improvement in everything that we do, particularly on-field performance, social opportunities and involvement with the community.

Corporate vision

The Club will be financially strong, progressive, and will provide competitive and social opportunities in all forms of the game. The Club will continue to engage the wider community in order to expand membership and amenity across ages, gender and abilities.

List of goals over the long term

Key Performance Areas (K.P.A.s)

K.P.A.	Focus Area	GOAL
Administration	Corporate governance	Develop a governance manual
Marketing	Sponsorships	Retain existing sponsors
		Increase number of sponsors year on year
		Investigate / implement other forms of sponsorship
	Fundraising	Increase fundraising to augment direct membership contributions, and provide funds for future capital projects
	Promotion	Promote Club activities to local community through a variety of media platforms.
	Communications	Provide good communications within the Club
Provide communications between the Club and the local community		
Participation and athlete development	Events	Organise a gala day
	Participation development	Increase player numbers by 10% each year
	Coach / umpires	Have an accredited Club coach and umpires
	Youth program	Continue existing development
	High performance	Increase pennant participation and improve pennant performance
	Social harmony	Maintain a socially harmonious atmosphere
	Volunteers	Review volunteer participation
Finance	Operational budgets	Set an annual operational budget to track against performance throughout the year.
	Cash flow forecast	Provide a forecast to ensure that the club's cash flow needs are met
	Financial Reporting	To make and track performance on a monthly basis to inform any actions needed.
Capital Improvements	Upgrade "Disabled" access and facilities	Maintain contact with Yarra Ranges Council to monitor progress of the project.
	Utilise disused green	Research options to reinstate a grass green. Produce a plan and budget for project.
	Install solar power on the clubhouse.	Research options to achieve.
	Renovate existing concrete area in front of equipment shed.	Formulate a strategy. Produce a plan and budget
	Create an outdoor picnic area.	Formulate a strategy. Produce a plan and budget
	Acquisition of extended garden area.	Formulate a strategy. Produce a plan and budget.
	Rabbit proof fence	Liase with local council regarding implementation.

Key Performance Area : Administration

Focus Area : Corporate Governance

Goal : To introduce best governance and management practices

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Develop a governance manual.	Board to discuss. Appoint Sub Committees to develop policies.	Board	Medium

Key performance area : Marketing
Focus area : Sponsorship

Goal : Financial stability and viability

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Consolidate existing sponsors	Maintain regular contact with existing sponsors	Sub Committee	High
	Regular invoicing and reporting of payments	Treasurer	High
	Issue Certificate of Appreciation annually	President	High
Develop new sponsorship opportunities	Identify and contact new prospective sponsors in Yarra Junction and surrounding areas Identify and develop/market new forms of sponsorship	All club members	High

Key performance area : Marketing

Focus area : Fundraising

Goal : Increase fundraising to augment direct member contribution and provide funds for future capital projects.

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Review fundraising activities	Develop evening bowls program	Board	Ongoing
	Promote Club as a venue for corporate / family parties and fundraisers	President Vice President Secretary	Ongoing
	Consider social events for club members and friends	Board	Ongoing
	Develop bar. Aim to raise 25% of club revenue through bar	Board and bar manager.	High
	One off fundraising events.	Board	Medium
	Explore availability of grants and apply as appropriate	Grants Committee	High

Key Performance Area : Marketing

Focus : Promotion

Goal : Promote Club activities to local community through a variety of media platforms.

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Develop fliers	Design, produce and circulate fliers for bowling, fundraising and recruitment campaigns.	Board	Ongoing
	Approach sponsors to fund fliers	Sub Committee	Medium
Try further forms of promotion	Develop and implement an "information table" for use in local shopping centres, local markets and sausage sizzle at Yarra Centre	Board	Ongoing
	Further develop use of roadside banners and local press	Board	Ongoing
	Approach "Professionals R.E." to provide estate agent board to advertise events.	Sub Committee	Medium
Electronic / social media.	Maintain and promote website. Continue promotion through Facebook and consider other platforms to suit target audiences.	Board and others	High

Key performance Area : Marketing

Focus Area : Communications

Goal : Provide communications between the Club and the local community, and improve communications within the Club.

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Investigate methods of improving communications with the local community	Investigate and develop ways to promote the Club using social media	Board and others	Medium
	Continue to notify local press of events. Have pennant results posted in local press	Board	High

Key Performance Area :
Participation and Athlete Development
Focus Area : Participation development

Goal : Increase player numbers by 10% each year

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Encourage new members	Develop ties with other local sporting clubs. Offer other clubs' members free games of social / barefoot bowls. Share events with other clubs on social media.	All Members	High
	Continue to develop ties with seniors groups, e.g. senior's week, U3A bowls, other local seniors groups. Run a "Roll Back the Clock" program at Y.J.B.C.	Board	Medium
	Contact, and develop ties with, local community and business groups, (barefoot bowls / corporate bowls).	Board	High
	Develop a new member's package.	Membership Secretary	High
	Increase female membership through schemes such as "This Girl Can".	Board	High

Key Performance Area :
Participation and Athlete Development
Focus Area : Club coach / Umpires

Goal : To have at least one Club coach and three umpires

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Complete necessary Bowls Victoria courses	Identify possible candidates Complete courses when available	Board and Selectors	High

Key Performance Area :
Participation and Athlete Development
Focus Area : Youth Development

Goal : To maintain and increase youth activities.

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
To encourage junior participation	To promote participation through local schools	Board	Low
	Develop and offer a schools program for next season (mid Feb. / March)	Board	Low
	Invite families of school children to attend barefoot bowls	Board	Low
	Identify a volunteer to take charge of Youth Development	Board	Low

Key Performance Area :
Participation and Athlete Development
Focus Area : Social harmony

Goal : To create and maintain a socially harmonious atmosphere.

STRATEGIES	ACTIONS	RESPONSIBILTY	PRIORITY
Social events program	Buffet evenings / lunches	Social Secretaries	Medium
	Meals out (locally) more often	Social Secretaries	High
	Develop and run Club competitions	Match Committee	High
	Club trips	Social Secretaries	Medium

Key Performance Area :

Participation and Athlete Development

Focus Area : Volunteers

Goal : Develop a volunteer strategy to encourage volunteer participation within the club.

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Develop a volunteer strategy	Consult members and implement a weekly volunteer session	Current volunteers	High
	Recruit volunteers in the following areas: 1) Care of grounds and gardens 2) Barefoot bowls / events : bar, catering, helping visitors 3) Maintenance of buildings and fixtures	Current volunteers	Ongoing

Key Performance Area :
Participation and Athlete Development
Focus Area : Events

Goal : Organise a gala day.

STRATEGIES	ACTIONS	RESPONSIBILTY	PRIORITY
Organise and run a successful annual "President's Day".	Tournament to be developed	President	High

Key Performance Area : Capital Improvements

Focus Area : Upgrades to substandard areas of the Club.

Goal : Secure major upgrades of Club facilities

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Upgrade “Disabled” access and facilities	Maintain contact with Yarra Ranges Council to monitor progress of project.	President and Secretary	High
Utilise disused green	Research options to reinstate a grass green. Produce a plan and budget for the project	Sub Committee	June 2019 Master plan lists old green for redevelopment. 6 – 10 years.
Install solar power at the clubhouse.	Research options to achieve.	President and Secretary	Medium
Renovate existing concreted area in front of equipment sheds	Formulate a strategy. Produce a plan and budget for the project.	Treasurer’s Sub Committee	High
Create an outdoor “picnic area”.	Formulate a strategy. Produce a plan and budget for the project.	Treasurers Sub Committee	High
Acquisition of extended garden area	Formulate a strategy. Produce a plan and budget for the project.	Board	Medium
Rabbit proof fence	Liaise with council regarding implementation.	Grant Committee	High

Key performance area: Finance

Focus area: Operational budgets

Goal: Set an annual operational budget to track against performance throughout the year

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Understand the objectives of the club to set budget expectations	Examine Business Plan to assess impact of proposed strategies re fund-raising, member growth, capital and operational expenditure	All members	High
	Consider longer term club goals to set short term objectives	Board and Treasurer	High
Consider past trends and information as indicators of future income and expense	Review any past/recent decisions and their impact on future expenses and revenue streams	Board and Treasurer	High
	Review historical performance	Board and Treasurer	Ongoing
	Develop budget statements of financial position and performance	Treasurer	Ongoing
	Continuously monitor cash flow	Treasurer	Ongoing
Identify any issues in the budget financials	Review the budgets and consider if they meet the objectives of the business plan and long term plans	Board and Treasurer	Ongoing
Understand full year performance expectation	Reforecast performance expectations as needed to ensure budgets are on track and the committee are aware of any deviations	Board and Treasurer	Ongoing

Key performance area: Finance

Focus area: Finance reporting

Goal: To monitor and track performance on a monthly basis to inform any actions needed

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
To produce timely and accurate reporting efficiently	Look at possibility of using a computer program to assist. Succession Planning'	Treasurer	Ongoing
Understand financial performance and adjust plans where needed	Produce the core financial reports on a monthly basis including variance to budget with sufficient explanations to make informed decisions	Treasurer	Ongoing
	Trial various formats of reporting to meet the needs of the committee	Treasurer	Medium
Ensure committee understand financial position and performance of the club	Financial performance discussed at Board meetings and accounts tabled and approved including acknowledgement of variance to budget and reforecasts	Treasurer	Ongoing

Key performance area: Finance

Focus area: Cash flow forecast

Goal: Provide a forecast to ensure the club's cash flow needs are met

STRATEGIES	ACTIONS	RESPONSIBILITY	PRIORITY
Produce a forecast cash flow view at the start of the year	Utilise the phased financial performance to inform	Treasurer	High
	Review historical cash flow performance to inform	Treasurer	High
	Develop budget cash flow statement	Treasurer	High
	Identify any issues in the timing of cash flows throughout the Financial year	Treasurer	High
	Develop budget cash flow statement	Treasurer	Medium
Identify any cash flow issues and adjust	Using the developed budget cash flows review for any periods of surplus or excess cash and develop plan to address	Treasurer	High
Understand full year performance expectation	Reforecast cash flow expectations as needed to ensure cash sufficiency throughout the year	Treasurer	Ongoing

Pennant season (Sept - March)

		Morning	Afternoon	Evening
MON	hall	Closed for maintenance	Red Cross (1st week)	Available for
	green	working bee / cleaning		functions
TUES	hall	MIDWEEK	PENNANT	Available for
	green			functions
WED	hall	Probus (1 st week)		Available for
	green			functions
THUR	hall	Liten Up Club, Committee (3rd week)	SOCIAL BOWLS	Available for functions
	green			
FRI	hall	Eastern Health Activity	Eastern Health Activity	Community Cup
	green	U3A bowls		Barefoot Bowls
SAT	hall	SATURDAY	PENNANT	Available for
	green			functions
SUN	hall			
	green			

Club House and Green Usage
Winter season

		Morning	Afternoon	Evening
MON	hall	Closed for maintenance working bee / cleaning	Red Cross (1st week of month)	Available for functions
	green			
TUES	hall		INDOOR BOWLS	Available for functions
	green			
WED	hall	Probus (1st week), Committee (3rd week)		Available for functions
	green			
THUR	hall	Liten Up Club (weekly)	SOCIAL BOWLS	Available for functions
	green			
FRI	hall	Eastern Health Activity Group	Eastern Health Activity Group	Available for functions
	green	U3A Bowls		
SAT	hall		SOCIAL BOWLS	Available for functions
	green			
SUN	hall		Available for functions	Available for functions
	green			

NOTES

- 1) Times of some Club activities may change.
- 2) Very few functions are booked during winter.

Expenses 2020-2021		Income 2020-2021	
Bar	3,373	Bar	6,112
BBO	471	BBO	897
Fundraising	204	Fundraising	390
Green Fees	168	Green Fees - BFB	1,041
-	-	Green Fees - Carpet Bowls	580
-	-	Green Fees - Event	310
-	-	Green Fees - Pennant	1,542
-	-	Green Fees - Social	3,134
Membership	110	Membership	3,524
Raffle	25	Miscellaneous	40
Admin	1,141	Raffle	215
Affiliation Fees	1,334	Competition	-
Catering	541	Donation	325
Cleaner	700	Function	-
Equipment	5,746	Grants	21,834
Insurance	2,707	Hall Hire	1,110
Maintenance	1,298	Interest	3
Petty Cash	-	Sale of Equipment	180
Security	930	Sale of Stock	48
Training	100	Sponsorship	2,000
Uniforms	540	-	-
Utility	2,000	-	-
Web Site	320	-	-
Total Expenses	\$ 21,708.83	Total Income	\$ 43,284.57

Financial position 30th June 2020	
Investment Account	30,000.00
Trading Account	11,864.24
Total	\$ 41,864.24

Trading Account	
Balance 1st July 2020	11,864.24
Less Expenses	21,708.83
Plus Income	43,284.57
Less Transfer to Term Deposit	10,000.00
Balance 30 June 2021	\$ 23,439.98

Financial position 30th June 2021	
Trading Account	23,439.98
Investment Account (incl Interest)	40,314.70
Stock on hand	-
Petty Cash	58.70
Bar Stock	857.00
Gripppo etc	123.00
Shirts	450.00
Total	\$ 65,243.38