

*HOPE VALLEY BOWLING
AND COMMUNITY CLUB INC.*



*Strategic Plan
January 2015 – December 2020*

Mission Statement

To Enrich the Community

By Encouraging and Promoting

The Game of Lawn Bowls and Social Functions

Whereby all who partake will know

The True Value of Camaraderie

List of Goals and Objectives

Key Performance Area	Focus area	Goal or objective
Bowling	Participation	Hope Valley is represented in all grades of Metropolitan Pennant competition
	Participation	Participation in all competitions run by Bowls SA or other bodies (ie MBA, SALBL) in South Australia
	Participation	At least 50% of members compete in Club Championship events
	Player development	Increase number of members with coaching accreditation by 100%
	Junior development	Develop and introduce a specific junior development program
	Uniforms	Introduce one club uniform for all Pennant competition
	Information Technology Capability	Develop IT capability of membership to fulfil Bowls SA requirements and to interact with the community
Community Engagement	Social activities	All current social and community activities are maintained
	Club use	Increase use of club facilities by other groups by x%
	Club exposure	Increase club exposure in local and other media
Financial	Membership	Increase membership in all categories by 25%
	Membership	Maintain membership fees at a figure in the lowest 25 percentile of Adelaide clubs
	Sponsorship	Increase income and number of sponsors by x%
Grounds and Clubhouse	Improvements	Install solar panelling on clubhouse
	Improvements	Upgrade clubhouse facilities, erect new storage shed
	Improvements	Building extension refurbishment to kitchen and toilets
	Improvements	Complete concreting around perimeter of all greens
	Improvements	Replacement of club house tables
	Improvements	Increase car parking capacity by 25%
	Maintenance	Ensure appropriate maintenance and improvement of machines and equipment
Policies	Management	Review and update MPIO, Child Protection, Smoking Management, Safe travel and Serving Alcohol Management.

Hope Valley Bowling and Community Club Inc. – Strategic Plan 2015 – 2020.

Key Performance Area – Bowling

Focus Area – Participation MBA/Pennants

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Hope Valley is represented in all grades of Metropolitan pennant competition	<i>1</i> <i>Men's and Women's Bowling committees to oversee entry of pennant sides and endorsement of selectors for those sides</i>	<i>Bowling Committees</i>	<i>On-going</i>	<i>Nil</i>	<i>Hope Valley currently has teams represented in most grades of pennant competition including Premier League</i>
	<i>2</i> <i>Selectors to review performance of teams at the mid-point of each season and make decision selections consistent with this objective</i>	<i>Bowling Committees</i>	<i>On-going</i>	<i>Nil</i>	<i>Selectors have reviewed performances at the mid-point of each season from 2014/15</i>

Key Performance Area – Bowling

Focus Area – Participation

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Participation in all competitions run by Bowls SA or other bodies in South Australia	<i>1</i> <i>Men's and Women's Bowling Committees to oversee entry of teams in all competitions</i>	<i>Bowling Committees</i>	<i>On-going</i>	<i>Nil</i>	<i>Hope Valley currently has teams represented in Pennant competition, Taylor Bowls Super Challenge, Indoor Bowling State Team and tournaments</i>
	<i>2</i> <i>Development of strategies to increase participation in State events</i>	<i>Bowling Committees</i>	<i>On-going</i>	<i>Nil</i>	<i>State event entry forms are placed on the notice board but there is no specific strategy to encourage participation</i>

Hope Valley Bowling and Community Club Inc. – Strategic Plan 2015 – 2020.

Key Performance Area – Bowling

Focus Area – Participation

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
At least 50% of members compete in club championship events	<i>1</i> <i>Review participation in Club Championship events over the last three years</i>	<i>Bowling Committees</i>	<i>Ongoing</i>	<i>Nil</i>	<i>Men’s Bowling Committee has reviewed and introduced new events to encourage more participation</i>
Procure more Umpires	<i>2</i> <i>Develop options for increasing participation</i>	<i>Umpire Coordinator</i>	<i>Ongoing</i>	<i>Nil</i>	<i>Ongoing. Additional umpires/measurers have been accredited in 2016/17 and 2017/18</i>

Key Performance Area – Bowling

Focus Area - Player Development

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
To further enhance player skills	<i>1</i> <i>Men’s and Women’s Committees to develop and maintain suitable coaching programs</i>	<i>Bowling Committees</i>	<i>Ongoing</i>		<i>Women’s Committee to approach Andrea and John Williams to continue and develop Tuesday practice/coaching programs</i>

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Key Performance Area – Bowling

Focus Area – Junior Development

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Develop and introduce a specific junior development program	<i>1</i> <i>Appoint a sub-committee to develop a strategy</i>	<i>Bowling Committees & Board of Management</i>	<i>June 2015</i>	<i>Nil</i>	<i>Some ad-hoc sessions have been held at the Club with junior and senior school students with a more structured approach to be developed.</i>
	<i>2</i> <i>Strategy developed and approved by</i>	<i>Bowling Committees & Board of Management</i>	<i>March 2016</i>	<i>Nil</i>	<i>Junior Coaching coordinator identified.</i>
	<i>3</i> <i>Implementation of Junior Development Program</i>	<i>Bowling Committees & Board of Management</i>	<i>On-going after March 2016</i>	<i>Nil</i>	<i>Junior Coaching Coordinator to continue to develop programs for Primary and High Schools.</i>

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Key Performance Area – Bowling

Focus Area - Uniforms

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Introduce one club uniform for all pennant competition.	1 <i>Appoint sub-committee.</i>	<i>Bowling Committees</i>	<i>April 2014</i>	<i>Nil</i>	<i>Completed</i>
	2 <i>Sub-committee to present recommended design to bowling committees for endorsement.</i>	<i>Uniform sub-committee</i>	<i>January 2015</i>	<i>Nil</i>	<i>Completed</i>
	3 <i>Endorsed design presented to Board of Management.</i>	<i>Bowling Committees</i>	<i>January 2015</i>	<i>Nil</i>	<i>Completed</i>
	4 <i>Design presented to members.</i>	<i>Board of Management</i>	<i>March 2015</i>	<i>Nil</i>	<i>Endorsed by members in Special General Meeting on 7 April 2015</i>
	5 <i>Implementation of new uniform.</i>	<i>Board of Management</i>	<i>October 2015</i>	<i>\$16,000</i>	<i>Completed</i>

Key Performance Area – Bowling

Focus Area – Information Technology

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Develop IT capability of membership to fulfil Bowls SA requirements and to interact with the community	1 <i>Identify members with IT capability or potential to develop IT capability</i>	<i>Board of Management/Bowling Committees</i>	<i>June 2015</i>	<i>Nil</i>	<i>Completed</i>
	2 <i>Develop an action plan identifying IT requirements of the club now and in the future</i>	<i>Board of Management/Bowling Committees</i>	<i>2016-17</i>	<i>Nil</i>	<i>Completed</i>

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Key Performance Area – Community Engagement

Focus Area – Social Activities

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
All current social and community activities are maintained	1 <i>Social Committee regularly (i.e. annually) review social activities to improve and enhance social interaction of members and the community</i>	<i>Board of Management and Social Committee</i>	<i>On-going</i>	<i>Nil</i>	<i>None</i>
	2 <i>Monthly-report to be presented to the Board of Management</i>	<i>Social Committee</i>	<i>Monthly</i>	<i>Nil</i>	<i>None</i>

Key Performance Area – Community Engagement

Focus Area – Club Use

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Increase use of club facilities by other groups by x%	1 <i>Identify and document availability of club house for use by other groups</i>	<i>Board of Management Hall Hire Coordinator</i>	<i>Ongoing</i>	<i>Nil</i>	<i>Club currently used regularly by some groups, as needs basis by others.</i>
	2 <i>Liaise with local council to promote use</i>	<i>Board of Management</i>	<i>Ongoing</i>	<i>Nil</i>	<i>Council is a contact point for groups wishing to use clubhouse facilities.</i>
	3 <i>Annually review use of club house facilities by other groups</i>	<i>Board of Management</i>	<i>Annually</i>	<i>Nil</i>	<i>None</i>

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Key Performance Area – Community Engagement

Focus Area – Club Exposure

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Increase club exposure in local and other media	1 <i>Create a marketing or community liaison position</i>	<i>Board of Management</i>	<i>Ongoing</i>	<i>Nil</i>	<i>Ongoing. Links with website and Facebook established. IT position has been filled by Club Member</i>

Key Performance Area – Financial

Focus Area - Membership

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Increase membership in all categories by 25%	1 <i>Develop strategies for increased membership (aligned with junior development, increased exposure, etc)</i>	<i>Board of Management Bowling Committees</i>	<i>March 2016</i>	<i>Nil</i>	<i>Membership relatively stable but aging demographic of members means that membership sustainability requires specific action</i>
	2 <i>Implementation of strategies</i>	<i>Board of Management Bowling Committees</i>	<i>2016 - 2020</i>	<i>Nil</i>	

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Key Performance Area – Financial

Focus Area – Membership Fee

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Maintain membership fees at a figure in the lowest 25 percentile of Adelaide clubs	<i>On-going review and development of income streams of the club, to ensure membership fees remain low</i>	<i>Board of Management</i>	<i>On-going</i>	<i>Nil</i>	<i>Full membership of the club reviewed annually and set at Annual General Meeting of BOM</i>

Key Performance Area – Financial

Focus Area - Sponsorship

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Increase income and number of sponsors by 25%	<i>1</i> <i>On-going review of sponsorship</i>	<i>Board of Management Sponsorship Coordinator</i>	<i>Annually</i>	<i>Nil</i>	<i>We have a list of sponsors which we approach annually to renew sponsorship</i>
	<i>2</i> <i>Actively seek new sponsorship. Create new types of sponsorship</i>	<i>Board of Management Sponsorship Coordinator</i>	<i>Ongoing</i>	<i>Nil</i>	<i>New Sponsors are currently being accepted</i>

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Key Performance Area – Grounds and Clubhouse

Focus Area - Improvements

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Install solar panelling on clubhouse	<i>1</i> <i>Sub-committee to source quotes from companies for installation of solar panels</i>	<i>Board of Management</i>	<i>January 2013 – September 2014</i>	<i>Nil</i>	<i>Completed</i>
	<i>2</i> <i>Information obtained to be considered by Board of Management and a recommendation made and documented</i>	<i>Board of Management</i>	<i>October 2014</i>	<i>Nil</i>	<i>Completed</i>
	<i>3</i> <i>Approval of local (TTG) council obtained for installation of solar panels</i>	<i>Board of Management</i>	<i>October 2014</i>		<i>Completed</i>
	<i>4</i> <i>Recommendation taken to a special general meeting for members to approve</i>	<i>Board of Management</i>	<i>December 2014</i>	<i>Nil</i>	<i>Completed</i>
	<i>5</i> <i>Installation of solar panels to occur</i>	<i>Board of Management</i>	<i>February 2015</i>	<i>\$37,000</i>	<i>Completed and functioning above expectation.</i>

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Key Performance Area – Grounds and Clubhouse

Focus Area - Improvements

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Upgrade office	<i>Cleanup and install new desk and cupboards</i>	<i>Board of Management</i>	<i>2015-2016</i>	<i>\$1000 Approx.</i>	<i>Completed</i>
Clubhouse painting	<i>Exterior Interior</i>	<i>TTG Council Board of Management</i>	<i>2016 2016</i>		<i>Completed Ongoing</i>
Install reverse cycling air conditioning	<i>Obtain quotes Seek members approval Obtain Grant</i>	<i>Board of Management</i>	<i>2016</i>	<i>\$20,000 plus</i>	<i>Completed Total Cost \$43,000 Council funding \$16,500 Grant funding \$10,000</i>
Purchase storage shed	<i>Seek approval from TTG Council Obtain quote from Stratco</i>	<i>Board of Management</i>	<i>2015-2016</i>	<i>\$7000 approx.</i>	<i>Completed</i>
Building Extensions	<i>Architectural plans required Council approval required Special General meeting of members Engage building Company Engage site manager</i>	<i>Board of Management Ivan Schmocker Jim Terrington</i>	<i>May and July 2018</i>	<i>\$145,500 Federal Grant \$22,000 Council \$20,000</i>	<i>Completed August 2018</i>
Interior Furnishings For Office and meeting Room	<i>Purchase of flooring, air conditioning, office furniture Board room table</i>	<i>Board of Management</i>	<i>2018</i>		<i>Completed Sept 2018</i>

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Key Performance Area – Grounds and Clubhouse

Focus Area - Improvements

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Kitchen renovation	<i>New flooring, cupboards, benches In consultation with stakeholders and BOM</i>	<i>Board of Management</i>	<i>August 2018</i>		<i>Planning stages. Membership have agreed to spend up to \$65,000.</i>
Build Barbecue shed and outdoor area	<i>Erect shed using previous storage shed Install donated Gasworks bbq, benches, servery etc</i>	<i>Board of Management Jim, Martin</i>	<i>August/September 2018</i>		<i>Completed 2018</i>
Renovate all toilets	<i>House Manager to obtain quotes</i>	<i>Board of Management</i>	<i>2018/2019</i>		<i>Seeking quotes</i>
Install automatic sliding doors to south and west entrances (not new entrance)	<i>House Manager to obtain quotes</i>	<i>Board of Management</i>	<i>2018/2019</i>	<i>Approx. \$10,000 each door</i>	<i>Quotes obtained. Board and CTTG Council approved installation. Grant applied for.</i>
Complete concreting around perimeter of all greens	<i>Upgrading the banks of C green, similar to the work completed on A and B greens.</i>	<i>Board of Management</i>	<i>2017</i>	<i>\$7,000</i>	<i>Completed 2017</i>

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Key Performance Area – Grounds and Clubhouse

Focus Area - Improvements

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Replace club house tables	<i>1</i> <i>Seek replacement tables for clubhouse (lighter framed so can be moved more easily for cleaning and indoor bowls)</i>	<i>Board of Management</i>	March 2015	\$7,000	<i>Completed</i>
	<i>2</i> <i>Apply for TTG Council grant to subsidise the cost of tables - \$5,000</i>	<i>Board of Management</i>	<i>April 2015</i>	<i>nil</i>	<i>Grant for \$3000 obtained</i>
	<i>3</i> <i>Purchase tables and storage trolley</i>	<i>Board of Management</i>	<i>July 2015</i>		<i>Completed. Tables in use.</i>
Increase car parking capacity by 25%	<i>1</i> <i>Develop options for alleviating current car park shortage</i>	<i>Board of Management</i>	<i>Ongoing</i>	<i>nil</i>	<i>There is a shortage of car park spaces on busy pennant and tournament days. Car parking supervisor in attendance as required to facilitate parking on grassed areas. Extra spaces will be available on completion of building extension.</i>
	<i>2</i> <i>Liaise with TTG Council to pursue preferred option(s)</i>	<i>Board of Management</i>	<i>2016 - 2018</i>	<i>nil</i>	<i>None</i>

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Key Performance Area – Grounds and Clubhouse

Focus Area - Maintenance

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Ensure appropriate maintenance and improvement of machines and equipment	<i>Annual review of machines and equipment so that replacement and repair can be included in annual budgets</i>	<i>Board of Management</i>	<i>On-going</i>	<i>As required</i>	<i>Repairs and maintenance are carried out as required and new purchases are considered by the BOM. Budget items. Receiving quotes for electric roller. Purchased</i>

Key Performance Area – Management

Focus Area - Policies

<i>Objective</i>	<i>Action Required</i>	<i>Ownership</i>	<i>Time Frame</i>	<i>Cost</i>	<i>Current Status</i>
Member Protection Information Officer (MPIO) Policy	<i>Appoint MPIO Write Policy</i>	<i>Board of Management</i>	<i>2019 Ongoing</i>	<i>Nil</i>	<i>Officer appointed April 2019</i>
Child Protection	<i>Review Policy</i>	<i>Board of Management</i>	<i>2019 Ongoing</i>	<i>Nil</i>	<i>Ongoing</i>
Smoking Management	<i>Review Policy</i>	<i>Board of Management</i>	<i>Annually</i>	<i>Nil</i>	<i>Good Sports Level 3</i>
Safe Travel	<i>Review Policy</i>	<i>Board of Management</i>	<i>Annually</i>	<i>Nil</i>	<i>Good Sports Level 3</i>
Alcohol Management	<i>Review Policy</i>	<i>Board of Management</i>	<i>Annually</i>	<i>Nil</i>	<i>Good Sports Level 3</i>