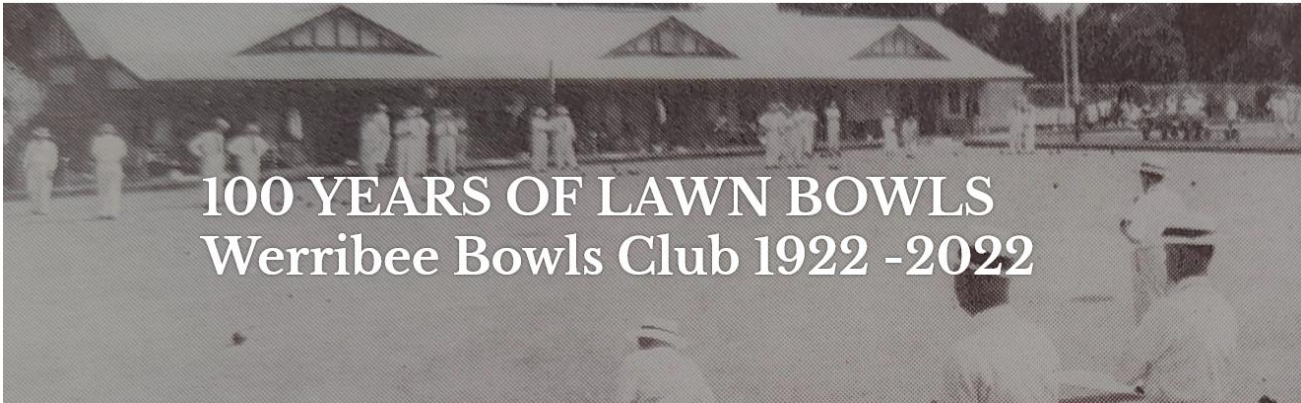


Werribee Bowls Club Inc

Strategic Plan

October 2023 – September 2026





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1. INTRODUCTION

A Message from the Board

The Werrabee Bowls Club Inc. (WBC) is a proud poker machine free local Club. The intent of this Strategic Plan is to reposition and maintain Werrabee Bowls Club as the number one sports entertainment destination in Wyndham.

Founded in 1922 Werrabee Bowls Club has steadily grown to become the thriving, dynamic and progressive Club that it is today. The Club was a finalist in the Bowls Australia 2018 Awards for the Club of the Year and finished runner up to the Rockhampton Bowling Club.

Surrounded by some of Wyndham's most iconic Victorian land marks, the Werrabee Bowls Club overlooks the Werrabee River and surrounding sporting venues and is within close proximity to the Werrabee Township.

We aim to develop strong relationships with our bowlers, customers and the diverse Wyndham community. Built on an entertainment precinct including sporting activities and food and beverage occasions we provide social enjoyment for members, visitors and their families in a safe, secure and caring environment that proudly features proximity to all that Wyndham and its surrounds have to offer.

This plan outlines the primary strategic priorities for the period June 2023 to December 2026 and beyond and will be supported by our Annual Operational Plan and Budget Forecasts addressing the initiatives and actions to be delivered in each annual budget. We commend to you our 2023 – 2026 Strategic Plan.

2. PURPOSE, VISION AND MISSION

The purpose of this document is to provide a description of the Werrabee Bowls Club key activities/objectives for the period October 2020 to September 2025 aligned to the [Bowls Victoria Bowls Australia Strategic Plans 2022-2025](#).

Vision Statement

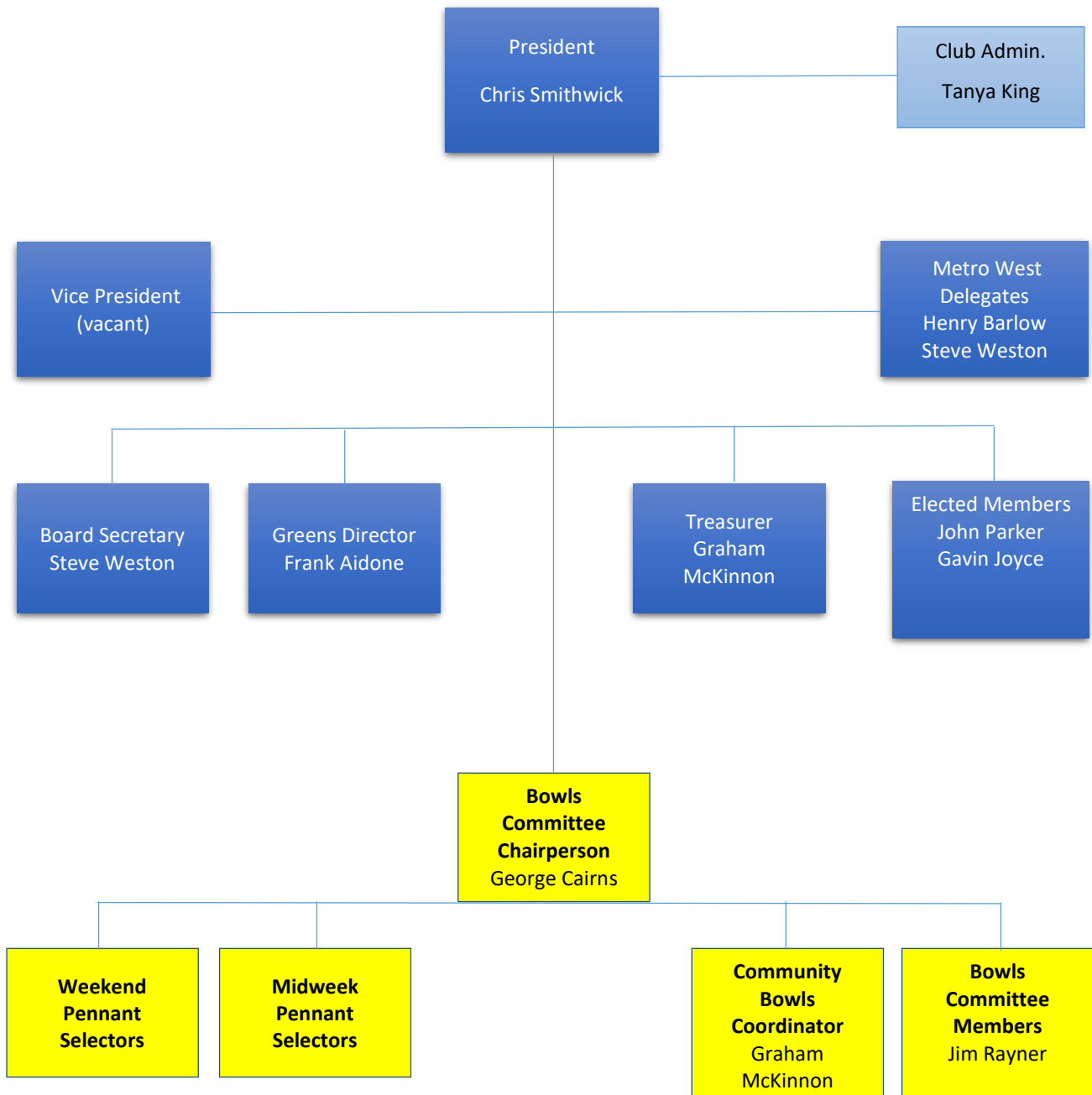
“To be the Club of preference for bowlers in the West”

Mission Statement

“To provide a progressive sporting organisation that enhances opportunities in a diverse community for all members of the Wyndham community to participate in the sport of lawn bowls in a friendly environment



3. ORGANISATION CHART





4. MEMBERSHIP STATUS 2022/2023

Current Members		Membership 2019/20	
Over 65 years	64.8%	Life	10
Under 65 years	35.2%	Full Members	115
		Others – Werrabee Football Club	6
		Social	118
		Juniors	3
		Total:	246

5. GOVERNANCE

Strategic priorities – Focus

- Maintain a competitive status in the Bowls Victoria Metropolitan competition
- Review and amend [Werrabee Bowls Club Constitution](#) to ensure we meet legislative requirements whilst minimising duplication of decision making and effort
- Seek member input and support for Constitutional change
- Facilitate the introduction of all members
- Deliver Board diversity
- Develop a Board ‘renewal’ policy that addresses gender and skill mix, director tenure and director training
- Ongoing review of [Werrabee Bowls Club operations documents](#)
- Review policies on an annual basis

6. CODE OF CONDUCT

Members, guests and visitors have the right to:

- Be treated equitably and with respect
- Participate in an environment free from all forms of harassment or discrimination
- Have their privacy and confidentiality treated lawfully
- Not to be subject to malicious gossip, innuendo, slander, bullying, aggressive, rude, intimidating, or violent behaviour
- Comply with relevant state and federal legislation and WBC club policies

Revised: 11 December 2023



7. CORE VALUES

- **Respectful**

We are genuinely respectful of our members, their families, guests and general community. Members and staff are respectful to each other's needs, roles and responsibilities.

- **Responsive**

We regularly communicate with our members and listen and respond to their concerns and suggestions.

- **Progressive**

We endeavour to meet our member's expectations. We embrace change to ensure the adoption of contemporary governance practices in the management and ongoing development of the Club.

- **Proud**

We are proud to be locally operated and welcome the local diverse multi-cultural community of Wyndham. We are proud of the sporting and community achievements made by members of the Club.

- **Safe**

We provide a safe, secure and clean environment for members, their families and guests in which they feel comfortable.

- **Friendly**

We provide a fun destination for socialising, dining and sporting facilities.

- **Family**

We are a 'home away from home'. We welcome families and promote family values.

- **Inclusion**

We foster diversity and welcome all members of the community.

8. MARKET ANALYSIS

8.1 Business/Market Definition

The Werribee Bowls Club operates within the Sport and Recreation and Licensed Social Club business sector.

8.2 Market Size

Lawn Bowls has traditionally been a sport played by middle to mature aged individuals (ranging from 45-80 years) and given the increase in the ageing population, this is set to continue over the



next 20 years. The market for the traditional structured pennant bowls competition is decreasing however the advent of barefoot bowls has seen the number of people participating in the sport increase as the low impact, non-contact game is suitable for all ages, abilities and cultures. Refer Bowls Australia Statistics.

Wyndham has a diverse multicultural community and consists of many businesses ranging from retail to corporations in one of the fastest growing metropolitan areas in Australia. The market for bowls is moderate and quite competitive.

8.3 Market Potential

There is a potential for widening the average age of bowlers to obtain more members in the 15-45 years' age group. The promotion of the Club via the recruitment of more social members (corporate bowlers), the building of an undercover synthetic green and new club facilities due for completion in 2026 and offering the sport as an alternative to students attending local Primary and Secondary Schools within the municipality will assist in achieving this goal. The market for functions targeting the corporate, general and sporting community is a strong area for continued growth. We continue to actively promote our Club via social media as a venue for weddings, birthdays, wakes, engagements, functions etc. as these are an excellent source of revenue.

8.4 Market Structure

There are a number of Bowls Clubs in direct competition with the Werribee Bowls Club - they being Hoppers Crossing, Laverton, Lara, Altona and Williamstown.

Direct competition in the area of functions consists of:

- Other clubs (sporting and other) with function facilities
- Retirement villages
- Wineries with function facilities
- Hotels with function facilities

8.5 Market Trends

Membership numbers have slightly decreased over the past five years. The corporate community in recent years have focussed on human resources; the importance of company culture and staff motivation. This has led to an increase in the number of recreational 'team-building' activities companies partake in with their employees outside of the work environment. The demand for this has been evident in the number of business teams participating in barefoot bowls over the summer period. This factor should continue to be taken advantage of to increase demand for participation in social bowls and utilisation of Club facilities for functions.



Media coverage of both national and international bowls events coupled with exposure via [The Bowls Show](#) driven by [Bowls Australia](#) and [Bowls Victoria](#) together with current affairs style coverage has increased exposure, boost interest and increase participation particularly with the younger demographic.

8.6 Environmental Analysis

There is a wide range of ages and incomes living in the Wyndham municipality. There are many professionals working in the area given the number of businesses. It is noted that the predominant age of full members tends to be 50 years and over. It is hoped that this member demographic can be widened to include younger people. However, younger age groups have busy work and social schedules to compete with and often are committed to and prefer more high-energy sports.

Additionally, younger people may be concerned about being at a place where there is obviously a large proportion of “older people”, and the perception that bowls is for the “older community”. It also may not be considered “cool” or acceptable by their peers. Taking the social and corporate bowls approach to recruiting new players, will help in reducing some of these barriers to attracting the younger demographic.

8.7 Economic Factors

The overall economy is good shape, with inflation and high interest rates currently hitting all Australians. WBC prices of memberships have remained steady. The aim is to secure strong revenue streams that will in the future lead to reduced/cheaper membership fees. The introduction of a percentage discount for full family memberships and rewards cards could provide a further inducement for family memberships and entice more members.

8.8 Technological Factors

Use of the Internet will be further enhanced by the development of an up-to-date website for the Club that will:

- Improve avenues for communicating with members, the general public and sponsors
- Provide function information and an online booking capability
- Recognise, promote and link to sponsor websites
- Provide an online means for the community to access Club information thus establishing more personal relationships with a much larger number of customers via TeamApp, Twitter, Facebook, Bowls Link and Instagram etc.
- Faster and more accurate feedback may provide ideas for improvements and innovations



8.9 Natural Factors

Lawn bowls is held both indoors and outdoors thus the game has become a 12 month a year sport with the Bowls Victoria pennant competition commencing in October and ending in March the major competition but winter competitions are becoming available during the winter months. WBC new undercover green will play a major focus and enable bowls to be played all year round utilising the Club's synthetic greens. This shall be completed in 2026 with two synthetic greens. One of which will be undercover.

8.10 Cultural Factors

Lawn Bowls has long been an Australian participative sport. Traditionally Clubs were predominantly male and continue to be so. Bowls tends to be perceived by the general community as a retirement sport for older participants, which may be a barrier to attracting younger members. Previously women could only play Midweek Pennant but now all bowls is inclusive with both men and women playing in all forms of Saturday and Midweek Pennant Teams. This now improves recruitment of a younger demographic at Pennant status and enhances the perception that the game is not only for the retired but can be enjoyed by persons of all ages, abilities and cultures.

8.11 Political/Legal Factors Influencing the way in which the Club conducts its business

Political

Internal related political factors such as Selection Protocols and Code of Conduct.

Legal

Wyndham City Council By-Laws and Regulations

- Privacy Act requirements pertaining to member information
- Insurance for visitor/casual games, volunteers and people on premises
- Occupational Health & Safety (e.g. provision of shaded areas to help prevent skin cancer etc.)
- Food Safety Act - catering for functions, members and supply of BBQ's etc.
- Rules governing Not For Profit organisations
- Disability access

8.12 Company Analysis

Company Mission

The Werribee Bowls Club's Mission is to be a professional Club, providing an inclusive, friendly and



social Club atmosphere, offering opportunities for current Club members and the general community to participate in the game of bowls and to obtain corporate and private usage of its modern facilities.

“To provide a positive bowls environment, so that the players within the Club can reach their potential and be the best they can and enjoy the experience.”

Marketing Organisation

Product

The Werribee Bowls Club is a social sports Club facilitating the game of bowls. The Club offers the service of coaching programs and the ability to play bowls at various levels including competitive pennant, social, corporate, community and barefoot bowls. Lawn bowls is also enjoyed by various Disability and Rehabilitation services as a sport for their clients. The Club provides bar and clubhouse facilities which are available for Club specific, private, corporate events, meetings and functions.

Price

A penetration pricing strategy is employed (i.e. attempting to sell to the whole market at one low price) as customers/members are price sensitive and there are many other Clubs to compete with. By in main volunteer member’s labour. The aim is to maintain a margin that provides cheaper prices than thew market and is supported.

OUR STRATEGIC PRIORITIES

#SEE IT
Achieving landmark visibility to connect more Victorians with Lawn Bowls

#SUPPORT IT
Supporting WBC and surrounding Regions to enhance the experience and grow bowls

#PLAY IT
More people playing lawn bowls in more ways more often



9. CURRENT STATUS (SWOT ANALYSIS)

Strengths	Weaknesses
Friendly, inclusive atmosphere	Lack of member involvement in Club activities and management structure
Potential for success	Site proximity hard to find – lacks signage
Growing Club	Car parking limitations during summer
Prime location	Lack of off season revenue
Pennant Teams – all levels of bowlers	Lack of player profiles
Long standing tradition	Limited income streams
Strong pro-active Board of Management	Internal apathy of members
One quality synthetic green & two grass greens	Communication mechanisms
Excellent rapport with Wyndham City Council on community focussed issues	All grades not practicing together
Strong identity within the community	Reliance on bar turnover for income
Financially sound	No real succession planning
Licenced premises	
Dedicated volunteers	
Sizeable asset	
Modern facilities, excellent sporting surrounds, exceptionally well kept gardens	
Strong membership	
Formally growing	
Potential of expertise within membership	
Good pool of sponsors	
Site proximity to highway and town centre	
Inclusion of all diverse communities	



Opportunities	Threats
Consolidate new revenue generating streams	Council By-Laws & Regulations
WBC – Participation Strategy 2017-2022	COVID-19 virus implications
Increased winter activities	Losing control of premises
Expand facilities – internal and external finances permitting	Other competing sporting/leisure/social activities (especially in winter)
More extensive community involvement	Administrative focal point for Club
Improved management structure	New Bowls Clubs within Wyndham
Attract new members	Ageing demographic
Social media	Lack of expertise in management structures
Wyndham City Council	Lack of cash flow – possible future threat
Bowls Victoria	Finance to fund major developments
Develop new Bowls Programs	Vandalism - crime rate
Wyndham City Council Chirnside Park Master Plan	Complaints
	Loss of playing/pennant members
	Decreasing volunteers
	Wyndham City Council lease expires 2021

10. ACTION PLAN

10.1 Objectives – Short Term

- Continue to manage Club in line with the National COVID-19 Safe Work Principles and the Club's COVIDSafe Plan 2021 in accordance with government policies, guidelines and regulations
- Upgrade internal Club facilities before due completion 2026
- Increase membership
- Increase sponsorship opportunities
- Develop a Junior Bowls Program
- Strengthen relationship with Bowls Victoria
- Participation in the various programs promoted by [Bowls Victoria](#) including Barefoot Bowls, Bowling with Babies and Junior Roll Up.
- Develop a Succession and Mentoring Plan for the Committee

Enhance external relationships through social media and the building of community relationships through the Wyndham City Council.



10.2 Objectives - Medium Term

- Upgrade external facilities and surrounds*
- Supporting the implementation of the Wyndham City Chirnside Park Master Plan which includes:
 - Green 3 - upgrade to an undercover synthetic green coupled with new club facilities
 - Green 2 – Upgrade to a grass that is playable all year round

Improved parking in surrounding area

10.3 Objectives – Long Term

- Ongoing - Upgrade external facilities and surrounds*
- Continue to refurbish grass and synthetic green(s)*

**Subject to progress on the implementation of the Chirnside Park Master Plan*

10.4 Review

This plan will be formally reviewed annually and monitored by the Board of Directors on an ongoing basis.

10.5 Current Status

Werribee Bowls Club currently possesses a number of strengths that provide a sound basis for ongoing development and longevity. This however does not mean that we can sit back and let matters take care of themselves as there are also many areas where we can improve and also many that pose threats to our success or survival.

Other areas that have been identified as our strengths include:

- Attracting members because of reputation as a friendly club
- Not paying players
- Good reputation as a 'bowling' club
- Good feel – camaraderie amongst bowlers
- Individual players achieving success = club success
- Bowls Victoria using venue for events
- Synthetic green = 52 weeks a year bowling
- Pleasant location adjacent to river
- Catering for tournaments
- BBQ facilities
- Monday morning crew do an excellent job in maintaining the surrounds
- Social nights are very successful



Areas where more work is needed or strategies required to counteract:

- Improved street signage - location out of sight from Council, out of mind
- Lack of member involvement in management and club committees
- Parking facilities are limited and shared with the swimming pool, tennis and football clubs
- Relations with Wyndham City Council will further strengthen as stakeholders work together on the implementation of the Chirnside Park Master Plan.
- No separate member facilities
- Improved links/dialogue with Bowls Victoria / Bowls Australia
- No succession plan for replacing committee members/volunteers
- Lack of male change facilities is a major impediment for attracting major tournaments
- Harder to get sponsors – marketing, what can we do for sponsors - Return on Investment

Other issues that we need to keep a watching brief on in the short term are the increase in costs of water, electricity, chemicals and equipment.

11. WYNDHAM CITY COUNCIL – CHIRNSIDE PARK MASTER PLAN

The Chirnside Park Master Plan incorporates an undercover synthetic green, new club house, improved facilities and continued discussing are proceeding as needed

12. FINANCIAL ESTIMATES, BUDGETS AND PLANNING

Year ended 30 June 2022	Year ended 30 June 2023	+ / - %	
\$93,456 profit	\$(2,555) loss		
New financials to be updated at next AGM 2023/24			

13. KEY DOCUMENT REFERENCES

- [Werribee Bowls Club Operational Documents](#)
- [Werribee Bowls Club Participation Strategy 2017-2022](#)
- [Wyndham City Council - Chirnside Park Master Plan](#)
- [Bowls Australia](#)
- [Bowls Australia – 2019 National Census](#)
- [Bowls Victoria – Play Bowls](#)