

# **BURNSIDE BOWLING CLUB**

## **STRATEGIC PLAN**

**2010 - 2016**



*- Whatever leaders pay attention to will happen –*

**July 2010**

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• 7.1	Maximise the use of all club facilities and greens and increase the income from these assets by at least 10% each year. <b>Executive Member Responsible: Neil Maloney</b>	
• 7.2	Increase the total number of members and casual bowler participation by at least 10% each per year <b>Executive Member Responsible: Robert Clark (Philippa Johnston)</b>	
• 7.3	Ensure the financial viability of the club by maintaining cash reserves at a minimum of 40% of total income per year <b>Executive Member Responsible: John Switalla</b>	
• 7.4	Establish administrative systems which achieve operating excellence and meet top ClubCheck standards <b>Executive Member Responsible: John Reese</b>	
• 7.5	Provide a range of competitions and events to meet the needs and skill levels of all members <b>Executive Member Responsible: Philippa Johnston</b>	
• 7.6	Ensure ongoing support from and for sponsors and increase sponsorship income by at least 10% each year <b>Executive Member Responsible: John Switalla</b>	
• 7.7	Manage the club's commitment to the success of special and international events 2013-2016 <b>Executive Member Responsible: John Reese</b>	

## 1.0 INTRODUCTION

This document, the 'Burnside Bowling Club 2010-2016 Strategic Plan', has been compiled by 2009/10 president John Reese, 2010/11 president Neil Cornelius, 2010/11 vice-president Philippa Johnston, ladies club captain Judy Gamblin, life member Mort Young and Ken Wilson-Pyne. Vince Roper, Bowls NZ's CDO, has also contributed to this plan.

This document uses as its base the '2006 Burnside Bowling Club Strategic Plan' and in effect is a review and a revision of that plan. Bowls NZ planning templates have also been useful.

Several successes from the 2006 strategic plan are worthy of note;

- successful hosting of the 2007 Asia Pacific Championship, 2007 Trans Tasman Test Series and the 2008 World Bowls Championships
- improvements to the club's facilities, environs, greens, fencing and car park
- introduction of "Mates in Bowls" and an increasing number of play-for-pay events
- growth in youth bowl player numbers
- improvement in club-sponsor relationships
- introduction of new events and fun formats in the playing programme e.g. 2x4x2 Sunday pairs, Super Saturday, 6 points/end
- development of an excellent website and growth in electronic communication by email and club's latest communication tool – the Hot Line
- relaxation of the playing dress code

The 2008 World Bowls Championships had an effect on the 2006 plan and this plan is written in the knowledge that while World Bowls 2016 will limit some initiatives on the one hand the Championships and related events will provide advantages and privileges on the other.

Aging membership and decline in total numbers is typical of many sports clubs. In today's consumer society many people want to have a go but don't want to commit to club membership and the involvement that goes with that membership. Social interests vary from person to person. Burnside is not exempt from these trends.

The plan aims to address these issues among others.

Burnside is in a sound financial position while club spirit and pride in the club are very high. Although lacking a large bevy of stars, playing depth is strong. Volunteers are the lifeblood of Burnside and time and expertise is given willingly. Some roles such as coach and technical official, however, are much harder to fill.

The plan will be considered by the 2010-2011 Executive, reviewed, revised and committed to before being ratified and implemented. The 2010-2016 Strategic Plan is a futures plan and will need to be reviewed at least annually with membership input. It is supported by an annual operations plan which takes each objective and strategy and lists actions to be taken, by whom, and by when. Implementation of this plan will strengthen Burnside's position and reputation as one of New Zealand's leading bowling clubs.

**Things are going well – still room for improvement – no room for complacency.**

## 2.0 BURNSIDE BOWLING CLUB PROFILE 2010

Established in 1963 the three-green Burnside Bowling Club is located in the north west of Christchurch in Burnside Park. Busy Avonhead Road is on the west boundary, the club's car park is to the north, and open parkland forms the boundaries to the east and south.

The club leases the land and car park from the Christchurch City Council and owns the buildings, facilities and fences. The greens are maintained by the club's green keeping staff assisted by volunteers.

### Club Membership

Total club membership is 262 – 199 men and 63 women.

#### Number of Years Member of Burnside (as at 2010)

	Men	Women	Total
1 – 5 years	56	14	70
6 – 10 years	24	14	38
11 – 15 years	20	8	28
16 – 20 years	25	10	35
21+ years	74	17	91
<b>Totals</b>	<b>199</b>	<b>63</b>	<b>262</b>

This table includes full, social, life, associate and honorary members. The overall total is slightly less than in 2006 but *significantly less* than in 1999 when there were 237 men and 117 women club members.

Of the 70 x 1 – 5 year members, 32 are in their first 2 playing years (28 men/4 women) and 20 others are also in their junior years (14 men/6 women).

The club has 211 playing members – 167 men and 44 women.

#### Ages of Playing Members in Percentages (Total Number in Brackets) as at 2010

	Men	Women	% Total of Playing Members
Under 30	5% (8)	9% (4)	6% (12)
30 – 40 years	1% (2)	2% (1)	1.5% (3)
41 – 50 years	9% (15)	6% (3)	8.5% (18)
51 – 60 years	18% (30)	6% (3)	15% (33)
61 – 70 years	32% (54)	52% (23)	36% (77)
71+ years	35% (59)	25% (11)	33% (70)

### Recruitment of New Members

Prior to the start of the season coaching and orientation sessions are held. Letter drops, posters in local shops, large fence signs, the club's website and word of mouth have all been used to attract prospective members. Letters are also sent to all those who signed up for the previous season's 'Mates in Bowls'.

'Mates in Bowls' attracts over 50 players each week for 5 weeks in the second half of the season. The club is now receiving new members in small numbers from this initiative. The convenor is well organised and attracts good numbers of volunteers to assist him.

Links with local secondary schools – especially Burnside and Riccarton – are growing but would benefit from more commitment from more club members. The Centre initiative with primary schools is well supported by club volunteers.

New members (and old ones) are offered coaching and practice opportunities by the club coaches on Monday nights and by appointment and also on a juniors' night by the junior selectors.

## **Facilities**

**3 greens** – 36.6m x 36.6m – 24 rinks of cotula-maniototo weed. Playing season from mid September to mid April (7 months). The playing surfaces were rated as among the best in the world by players and officials at the World Bowls Championships 2008. Burnside was headquarters club and venue for section play and all post-section play for World Bowls 2008.

**Clubhouse** – dining room, kitchen, match room, toilets x 5, women's locker room, men's locker room, club office, green keeper area and equipment room, lounge and bar, cool room, committee room and kitchen

### **Soil Shed**

**Car Park** – 88 cars

**Facility Use** – Rotary (weekly), Kiwanis (fortnightly), education and corporate groups (intermittently), social events by bookings, bridge club (weekly during Winter), Winter Indoor Bowls section (Mon/Wed/Fri 5 months), 2 x walking groups (weekly), Friday evening get-togethers (weekly)

## **Administration**

**Governance by Executive** – President., Vice President, Secretary, Treasurer, 5 executive members - each member is responsible for various portfolios. In addition men's and women's club captains are ex officio.

A series of committees e.g. match committees (men, women, non championship) each with a convenor, perform specific functions while reporting to a nominated executive member.

**The goodwill of volunteers** has been an ongoing reason for the success of the club.

Many members have tapped and untapped skills. Examples of administration/management positions members have held or presently hold within the bowling community are – board member of Bowls NZ, CDO Bowls NZ, NZ coach, NZ assistant coach, President Canterbury Centre Umpires' Assoc., 2 x directors of Bowls Events NZ, GM designate of bowls Events NZ, Director of Bowls Commonwealth Games 2010, plus a large number who took responsibility for the running of World Bowls 2008.

**Paid employees** include – green keeper (f/t), cleaner, green surrounds (both p/t).

**Recent Bowls NZ National Awards** – Green Keeper of the Year 2007 and 2008, Coach of the Year 2008, Administrator of the Year 2008, CLUB OF THE YEAR 2007/2008 season, Volunteer of the Year 2009, Player of the Year 2009.

## **Communication**

An excellent website [www.burnsidebowlingclub.com](http://www.burnsidebowlingclub.com) is kept up-to-date and is a standout communication tool. The Hotline emailed to all members on line and available at the club to those who are not is also excellent (64 issues so far 2009/2010). Other methods are the whiteboard, notice boards, club captain notices on Saturdays and ringing trees.

## Recent Playing Success

World Championship Indoor Singles, World Bowls 2008 Pairs, Gold Coast Golden Nugget, NZ representation, Centre representation, NZ Championship success and Centre titles (men and women) in individual, team, secondary school and inter-club competition.

## Playing Opportunities at Burnside as at 2010

**Major Events** – SBS Stewart Buttar Invitation Pairs, Nor-West Sixes, Burnside Fives, National U26 Singles (all mixed), Little Brown Jug Quadrangular (men), Burnside Open 2 x 4 x 2 Pairs (women), Burnside Open Triples (women), monthly sponsored open tournaments – Gala Pairs 2 x 4 x 2, 3 bowl triples, Medley fours (all mixed);

**Programmed Events Men** - Interclub 3 x 4s; interclub 10's (sets); Manning Cup 4's; interclub 7's; Watson Shield; mid-week singles, pairs, triples (3 bowl), fours champs; open singles, pairs, triples (2 bowl), fours champs; colts, junior singles champs; handicap singles and pairs; mid-week Tuesday interclub friendlies; mid-week roll up (Mon/Wed/Frid);

**Programmed Events Women** – Interclub 2 x 4's; Premier 7's; Senior 5's; Junior pairs/triples; Rowntree Cup; Open 10's; open singles, pairs, triples, fours champs; 1<sup>st</sup> & 2<sup>nd</sup> year and junior singles champs; mid-week interclub friendlies; mid-week roll up (Tues/Thurs);

**Programmed Events Mixed** – Mixed 10's; Interclub Junior 4's; 2 x 4 x 2 Sunday Open Pairs; 6 club trophy tournaments; mixed pairs champs; interclub friendlies v Fendalton and Elmwood; Carnival Bowls (Tues. Monthly); Festival Bowls (Sat. when greens free); Super Saturday; Overseas tour groups.

**One-off Closed Tournaments** – Probus, Farmers, Cant. Licensed Trade. More of these could be encouraged.

## Coaches and Umpires

**Coaches** – Burnside has a small but talented group of 5 coaches. Coaching is available on Monday evenings, pre and early season and by private arrangement. Coaching is free to club members. Secondary school and primary school coaching is also carried out. Team coaching e.g. interclub 7's is the exception and not the norm. Very occasionally coaching evenings are held to assist with tactics of play or on specific shot making. The club owns one set of vidcams/silicon coach software and has a coaching DVD and coaching aids. The national coach and the assistant coach of the Black Jacks are club members as is a current world champion. Their coaching talents and knowledge could benefit the play of the club's leading players.

**Umpires** – the club has a diminishing number of qualified umpires even with two recent successful candidates. The club does have an impressive number of quality markers – a legacy of World Bowls 2008. Club members have held the position of President of the Canterbury Centre Umpires' Association for the past 3 years.

## Finance

After years of sound financial stewardship by successive executives and the financial windfall provided by World Bowls 2008 the club's finances are presently in a healthy state. The present cash reserve represents 58% of annual expenditure (from 2009/2010 Annual Report)

### Sources of Income and Items of Expenditure in %

Income	%	Expenditure	%
Bar Profit	28%	Greens Contract	37%
Subscriptions	27%	Property Expenses	13%
Grants	14%	Administration	14%
Tournaments	10%	Light, Heating, Ins.	11%
Premises Hire	7%	Cleaning	10%
Sponsors	8%	Centre Levies	8%
Raf. 2, Don. 2	4%	Rep & Main – Sundry	7%
Other	2%		

From 2009/2010 Annual Report

### Sponsors

Sponsors currently sponsor tournaments and score boards. Sponsorship is an executive portfolio and a sponsorship convenor pursues sponsorships. Sponsors have the right to place signage around the greens during any tournament they sponsor and to speak at, and present prizes at their tournament. They get a listing in the Programme and on the sponsors' board in the foyer. Sponsors are invited to an evening of bowls, drinks and food where the club's appreciation is expressed. Sponsorship packages e.g. gold, silver, bronze, are not yet offered to sponsors. Boundary fence signage is not sold – there is a lease clause issue with this.

### Social

Club members socialise after bowls on Saturdays in the lounge. Friday evening (4-30pm to 6-30pm) is also prime time. The Club Xmas BBQ, the Trophy Presentation Function and the mid-year Xmas dinner are popular functions. The annual men's North/South of the Waitaki province of origin match and the women's equivalent are fun social bowls and after match functions. BBQ's are a feature of the women's programme. Two walking groups, a bridge club, the indoor bowls section and many and varied raffles add to the social fabric of the club. A new initiative is the proposed activities group from the women's section.

### Recent Developments and Changes 2007 – 2010

Relaxation of the dress code	Upstairs kitchen	Open fence on back green – open to park
Sail over paved BBQ area	Hot Line e-letter	Up grading of dining room and lounge
Repaving of car park	96 new garden seats	Sub increases linked to rate of inflation
Super Saturday and variety in game formats		New green keeper and superintendent

### Known Future Extra-Special Events

#### 50<sup>th</sup> Jubilee in 2013

#### World Bowls Singles Champion of Champions 2013 (or 2014)

#### Asia Pacific Championship 2015

#### World Bowls Championships 2016

### 3.0 INITIAL CLUB SELF-ASSESSMENT

<b>Amalgamated:</b>	Yes
<b>Approx membership:</b>	221 <u>including</u> 52 U25 juniors <u>plus</u> 41social
<b>Number greens:</b>	3 Natural
<b>Quality of green(s):</b>	Excellent
<b>Land:</b>	Leased
<b>Facilities:</b>	Excellent
<b>Furnishings:</b>	Modern
<b>Ability to fill key club positions:</b>	OK
<b>Availability of volunteers:</b>	No problem
<b>Financial reserves:</b>	Sound
<b>Job descriptions:</b>	Some but need updating
<b>5 active accredited coaches:</b>	<b>4 active accredited umpires:</b>
<b>Current link with schools:</b>	Yes – Burnside and Riccarton
<b>School age players per week:</b>	25
<b>Current Pay-for-Play activities:</b>	Mates in Bowls, Casual
<b>Use of greens charge:</b>	Whole green (\$ 50), Individual casuals (\$5 )
<b>Full membership subscription:</b>	\$ 240
<b>Sponsor relationships:</b>	Well developed
<b>Sponsor opportunities:</b>	Scoreboards, Tournaments
<b>Club image</b>	Street signage could be improved
<b>Recruitment initiatives:</b>	Going well
<b>Website:</b>	Excellent and professionally maintained
<b>Club contact by E-mail</b>	Yes
<b>Accounting systems:</b>	electronic, good info, tight controls
<b>Committee responsibilities /accountability:</b>	Defined but reporting /accountability a bit loose

## 4.0 SWOT ANALYSIS

### Strengths

- 3 excellent greens and staff
- high visibility location
- website and computer use
- encouraging/supportive environment
- good sponsor management
- large group of willing volunteers
- good induction of new players
- core of strong club members
- reputation for success
- modern, well maintained facilities
- good support of junior players
- sound financial reserves and cash flow
- revamped kitchen/lounge/dining room
- pay-for-play ... MIB and casuals
- flagship tournament – SB Pairs
- established tournament programme
- variety in playing opportunities
- management systems and leadership
- communication – Hot Line
- representation Bowls NZ and BENZ
- morale and pride in club membership

### Opportunities

- other sports activities close by
- increase hire of facilities and greens
- hosting corporate/teambuilding bowls
- increase liaison with winter sports
- Sunday family days
- sponsor packages
- upgraded frontage
- improved links with schools
- increased sponsorship
- more visible street signs
- increase number of women players
- revamp competition format
- winter intraclub interaction/social contact
- shared admin services with another club
- offer recruitment incentives
- evening tournaments/mixed teams
- consider merger with another club
- encourage bequests
- links with uni halls of residence
- coaching sessions for leading players
- attract one-off paying tournaments
- World Bowls 2016, Asia Pacific 2015
- World Singles 2013, 50<sup>th</sup> Jubilee 2013
- increase club social programme
- increase publicity and public relations

### Weaknesses

- aging membership
- not represented on Centre
- acceptance of new members
- imbalance men/women members
- lack of women aged 30 to 60
- lack of men aged 30 to 50
- number of umpires/players
- number of coaches/players
- club high performance programme
- publicity and public relations
- lack procedures/management manual
- awareness and use of job descriptions
- social activities programme
- commitment to local schools
- internal communication

### Threats

- continued membership decline
- some reliance on grants
- vandalism and theft
- complacency
- resignation of key volunteers/officials
- CCC lease changes
- attitude of neighbours
- loss of interest in tournaments
- inclement weather
- breach of liquor license
- apathy
- status quo is accepted non-critically
- others perception of Burnside

## 5.0 STRATEGIC VISION

**To establish the Burnside Bowling Club as the preferred option for the sport of bowls**

where:

- competitions, playing formats and development programmes cater for the needs of all membership categories and skill levels.
- members experience enjoyment and fellowship, and a supportive club environment.
- superior management and operating processes reflect the club's professionalism and ensure viability.
- the club's reputation, success and credibility encourages ongoing membership growth, utilisation and sponsorship.
- a legacy is left to the club and members from World Bowls 2016.

## 6.0 VALUES

**We Value:**

<b>Club Excellence</b>	We will continually review and improve our facilities, programmes, processes and systems to assist players, administrators, coaches, selectors and umpires to achieve the standards necessary to drive the club's success.
<b>Achievement and Success</b>	We will support and train players, officials and administrators to reach their potential and celebrate their successes.
<b>Enjoyment and Participation</b>	We will strive to provide a supportive, friendly social environment where all members are welcomed, treated equally, encouraged to join in and all levels of skill are catered for.
<b>Communication</b>	We will actively communicate to members on club matters, listen to their views, and encourage their involvement and participation in club projects and operations.
<b>Sustainability</b>	We will implement financial, membership and management strategies to ensure the club's ongoing viability.
<b>Our Sponsors</b>	We will grow our relationship with our sponsors, support them as individuals and actively promote them on a club wide basis.
<b>Commitment</b>	We will commit to change for improvement whenever and wherever necessary.

## 7.0 OBJECTIVES

**OBJECTIVE 1:        MAXIMIZE THE USE OF ALL CLUB FACILITIES AND GREENS AND INCREASE THE INCOME FROM THESE SOURCES BY AT LEAST 10% EACH YEAR**

**Key Strategies**

**Neil Maloney**

- Market and promote club facilities and greens to the local community, businesses, social clubs and individuals as an alternative venue for social functions and meetings
- Explore revenue-earning options for further utilisation of club facilities and greens
- Meet with local winter sports clubs to propose co-sharing of Burnside’s club facilities
- Consider sharing opportunities to Burnside’s advantage

**OBJECTIVE 2:        INCREASE THE TOTAL NUMBER OF MEMBERS AND CASUAL BOWLER PARTICIPATION BY AT LEAST 10% EACH PER YEAR**

**Key Strategies**

**Robert Clark (Philippa Johnston)**

- Devise and implement a recruitment plan that targets women, men, younger bowlers and builds relationships with local schools
- Implement the amended 2006 Membership Development Strategy, targeting local sports clubs, communities, business houses and the Canterbury University Students Halls of Residence
- Review the effectiveness of the present induction processes and buddy system for new members and make any necessary changes
- Customise and implement the Bowls NZ No Exceptions disability management procedure
- Leverage off, and continue to build on, the Bowls NZ initiatives – ‘Mates in Bowls’, ‘Give Bowls a Go Day’ and Christmas Bowls
- Encourage club members to introduce new members to the club
- Communicate with present and prospective members through the website, community newspapers, the Hot Line and other means
- Research and introduce alternative ‘Pay for Play’ formats, competitions and tournaments
- Develop and implement a diverse year-round social and activity programme catering for the various needs and interests of club members

**OBJECTIVE 3: ENSURE THE CLUB'S FINANCIAL VIABILITY  
BY MAINTAINING CASH RESERVES AT A MINIMUM OF  
40% OF TOTAL INCOME PER YEAR**

**Key Strategies**

**John Switalla**

- Develop a five year financial model
- Continue the policy of indexing the annual subscription to inflation
- Maximise grants' application processes
- Review financial investments annually for risk exposure
- Ensure effective cost management processes with budgets and reporting of expenses and income
- Review continually the capital expenditure needs of Burnside alongside the financial funding implications
- Maximise revenue from all sources including green fees, facility hire, raffles, bar prices, fund raising, advertising, play-for-pay, funding grant applications and bequests
- Maximise the financial return from the National Bowls Championships, 2013 World Bowls Singles Champion of Champions, the 2015 Asia Pacific Championship and the 2016 World Bowls Championships
- Investigate opportunities for shared administrative servicing with other clubs
- Consider merger opportunities

**OBJECTIVE 4: ESTABLISH ADMINISTRATIVE SYSTEMS WHICH  
ACHIEVE OPERATING EXCELLENCE AND MEET TOP  
CLUBCHECK STANDARDS**

**Key Strategies**

**John Reese**

- Compile an operations manual which documents all key operating processes
- Review the club's risk management assessment and response plan
- Review the club's Health and Safety plan
- Ensure good volunteer management practices are maintained
- Update job descriptions and succession plans for all key club positions and role holders
- Develop and implement a communications plan which includes improving the club website information, answer phone response and internet access at the club
- Establish a Special Projects Group to research and report on special projects suggested by members e.g. lift, shade sails
- Establish a working party to develop a feasibility study for an artificial-surface green after 2016
- Develop and maintain essential data collection on members, sponsors, history and club operations
- Review, and amend where necessary, the club constitution to ensure its consistency with the latest Bowls NZ model club constitution
- Achieve Bowls NZ ClubCheck accreditation to gold level
- Utilise Bowls NZ 's CDO for advice and assistance in implementing the Club Plan
- Appoint a paid part-time secretary/manager when affordable
- Appoint an Executive member to be responsible for the items of the Strategic Plan/ Operations Plan relating to his/her portfolio

**OBJECTIVE 5: PROVIDE A RANGE OF COMPETITIONS AND EVENTS TO MEET THE NEEDS AND SKILL LEVELS OF ALL MEMBERS**

**Key Strategies**

**Philippa Johnston**

- Review the suitability of the existing programme's competition formats, tournaments and club social bowls events to meet this objective and adjust where necessary
- Actively encourage members to play in the club's competition
- Review the youth bowls programme to ensure the coaching and environment is in keeping with the needs of youth
- Increase the number of accredited umpires and support their continued up-skilling
- Increase the number of accredited coaches and support their continued up-skilling
- Encourage all members of all skill levels to use the available coaching services
- Establish Burnside's own club level high performance programme

**OBJECTIVE 6: ENSURE ONGOING SUPPORT FROM AND FOR SPONSORS AND INCREASE SPONSORSHIP INCOME BY AT LEAST 10% EACH YEAR**

**Key Strategies**

**John Switalla**

- Develop a sponsor management plan including offering sponsorship packages at different levels, naming rights (tournaments, facilities, areas), and hosting sponsors' functions
- Sell signage around the club environs (within lease limits)
- Promote the services of our sponsors to all members and visitors to the club
- Leverage publicity exposure for sponsors, the club and the game from high profile Burnside events such as the SBS Stu Buttar Invitation Pairs, the Fresh Choice Burnside Sixes and the Under 26 National Singles Championship

**OBJECTIVE 7: MANAGE THE CLUB'S COMMITMENT TO THE SUCCESS OF SPECIAL AND INTERNATIONAL EVENTS 2013-2016**

**Key Strategies**

**John Reeser**

- Ensure the greens are maintained to the highest international standards
- Establish a 50<sup>th</sup> Jubilee project committee to plan and organize jubilee celebrations
- Establish a World Bowls 2016 Burnside action group to work with the General Manager of Bowls Events NZ in the Burnside related affairs of World Bowls 2016 and the lead-in international events