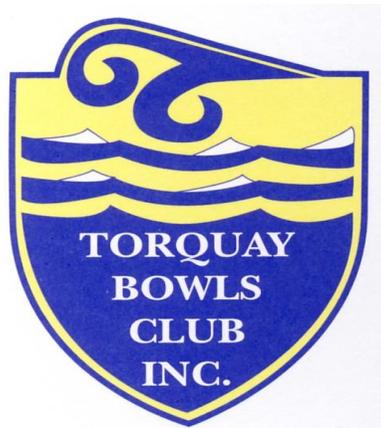


# Torquay Bowls Club Inc.

Established 10 January, 1924.

## Strategic Business Plan

**July 2017 to December 2020 inclusive.**



Torquay Bowls Club Inc.  
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## **CLUB HISTORY**

### **Concise History of Torquay Bowls Club**

The Torquay Bowls Club, as it was originally named, was a by-product of the Torquay Improvement Association. In 1924 the coastal town was a holiday haven for Geelong and Melbourne visitors who wanted entertainment. The club was largely created by holiday makers for themselves. A public meeting in 1924 agreed to create a club resulting in the choice of a rough, sandy but very picturesque section of a public reserve, later called Taylor Park, close to the center of town.

Of the thirty or so original members, most were well to do business men who came from Melbourne and Geelong. Within 6 months local earthmover Carl Voss had shaped three rinks on quite steeply sloping land, carved out a dam and constructed a windmill. Late in December the first game was played on a rough but adequate green. Then within two weeks Torquay had visited Belmont and that club had reciprocated. In 1926 a small miner's cottage like club house was on site in the north-west corner.

Like many during the depression and Second World War the club nearly folded but by 1946 the Committee was extending the green to five rinks, again not for the locals but to cater for the short, sharp holiday demand which provided sufficient income by which to run the club. This included visits by many like clubs wishing to sample bowls surf and sand. Whilst the club itself nearly passed into oblivion, its records did when burnt in Secretary Buckland's holiday house during the 1940 bushfire that incinerated southern Torquay.

The White brothers of Ballarat and Brighton were generous benefactors for the club and donated 2000 pounds in 1951 to build a second green below the first. Before surfacing it with grass, a saw dust surface seen in New Zealand by the Whites was considered.

Membership grew until by 1958 a new club house was required. This was built on the south side of the upper green and today forms the core of the modern club house.

Although affiliated with the Geelong Bowls Association in 1935 this lapsed until 1945 but the club played no pennant bowls until 1953 because bowlers on holiday would not commit to a full season.

Women had been a central part of the clubs operation, particularly in respect to fund-raising, but it was not until 1955 that the first associates' committee was formed.

Over the next two decades the club house was extended by adding an office, better amenities for the ladies, a refreshment room and extending the hall westwards. By 1980 membership was touching 200 as Torquay developed and the visitor influence waned.

Incorporation in 1985 forced major administrative change when women gained the vote and formed their own section. Soon they occupied senior positions in the club. The name changed to Torquay Bowls Club. After some decades of continuous growth membership then began to dwindle thus reflecting a national trend.

By 2005 serious concern was emerging about the reducing membership level. Since a Rookies competition was replaced by a broader based twilight bowls of a similar nature and the Board saw fit to offer full membership to twilight bowlers, the membership has surged. As of the Annual Meeting in May 2016 the club membership stands at 849 paid members, consisting of 393 affiliated players, 456 social members of whom 122 were members of the Torquay RSL sub- branch. This continued expansion makes the club one of the largest in Victoria.

Around the same time TBC established a precinct master plan and a five year development plan and commenced discussions with the local RSL branch about sharing the precinct. Their combined approach obtained a grant of \$1.5 million which was used to completely refurbish the aging clubhouse.

A now twilight bowls rejuvenated Board restructured the club to suit its immediate needs rather than using one couched in history. Today Torquay is well poised to respond to a rapidly increasing town population, a commensurate demand for bowls and a changing social demographic. After the merger of the RVBA and VLBA bowls was reorganized by replacing the 30 year old section structure with a single bowls committee delegated to manage all bowls activity in the club.

The club is now a central part of the town's infrastructure and host to the local RSL sub- branch and a popular 'Bistro On the Green' that has one of the most picturesque views in Torquay across to Port Phillip Heads. It has modernized its website and introduced the latest technology as part of the clubhouse upgrade.

It can look forward to a productive next ten years when further extensions to the club house are planned and the development of a third playing surface is being contemplated to cater for the ever increasing demand for twilight and social bowls.



The first day of bowls



The cottage like clubhouse



Circa 1960



Circa 1992



Circa 2006



Circa 2016

## **INTRODUCTION**

Following approval by the Board the Draft Strategic Business Plan is now out for comment by the general membership. Once feedback is received and considered the Strategic Business Plan will be amended and endorsed by the Board. It will then be presented at a Special General Meeting of members for adoption.

Overall the club is in a strong position with excellent greens and facilities. The friendly atmosphere is greatly appreciated by the members and visitors alike. There is a need to build upon the volunteer base and their skill set as this is vital to the effective and profitable operation of the Club.

There is also the need to continue to maintain the current revenue base in order to fund the on-going maintenance of the Club's existing assets, greens and equipment to ensure they are kept in a good condition.

It is also important to generate additional funding to enable the Club to invest in new capital projects such as the installation of a third playing surface and construction of Stage Two of the Clubrooms redevelopment

The most effective way to achieve this goal is through the attraction of external grant funds, additional sponsorship and appropriate use of the club's excellent facilities and greens by a wider section of the community. A considerable amount of time and effort has been invested by board members in the development of the draft strategic business plan. Members are now invited to consider the plan and provide constructive feedback.

# **TORQUAY BOWLS CLUB INC. STRATEGIC BUSINESS PLAN**

## **July 2017-December 2020**

### **EXECUTIVE SUMMARY**

The Torquay Bowls Club Inc has reached a significant stage of its long, 93 year history.

The Club has secured a long term lease over the property and has no outstanding loans and holds strong financial reserves.

As of the Annual Meeting in May 2016 the club membership stood at 849 paid members, consisting of 393 affiliated players, 456 social members of whom 122 were members of the Torquay RSL sub- branch. This continued membership expansion makes the club one of the largest bowling clubs in Victoria.

In recent years there has been a significant increase in the development and use of the excellent facilities which has funded on-going maintenance and improvement of the current assets to a high standard and has enabled the Board to plan for future capital developments.

This strategic/business plan seeks to outline the Club's future by documenting the Club's vision, its mission and key issues critical to the club's financial viability and development, thus ensuring the future success of the Club.

### **The Club's Vision** (what we aspire to become)

“The Torquay Bowls Club will be regarded as one of the premier bowls clubs in Geelong and District with the Club providing excellent all year round facilities for members and visitors”

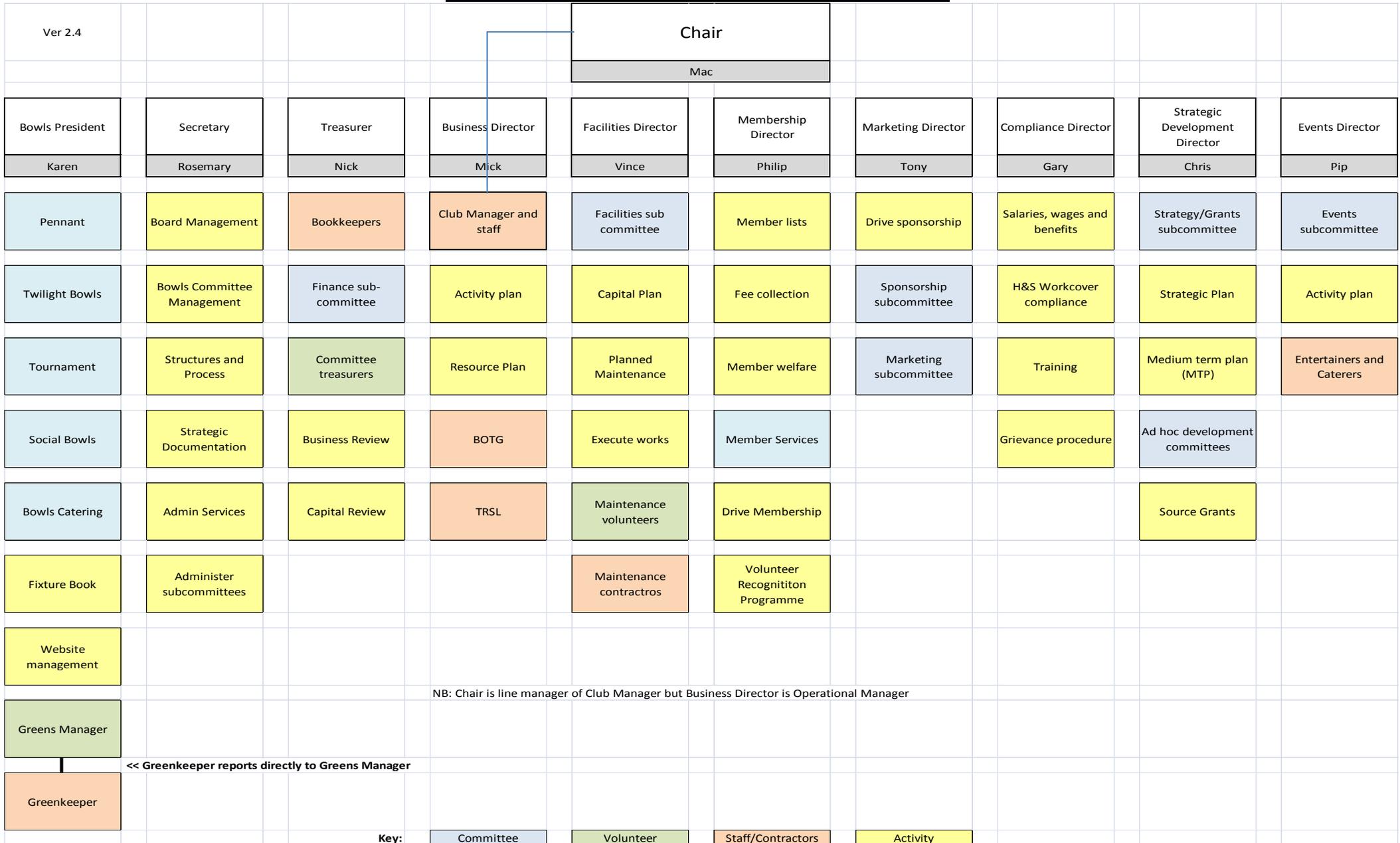
### **The Club's Mission** (reason for existing)

“The Torquay Bowls Club provides opportunities for everyone to play bowls and to join in social activities at an affordable cost”

## **Commitment to the Plan**

Once adopted by the Board and general membership of the Torquay Bowls Club the strategic plan will help guide the future direction of the Club for at least the next 5 years. It will be critical to the success of the Club that the executive and all members take ownership of the actions detailed in the plan.

# Current Club Organizational Structure



The strategic business plan seeks to commence by formally addressing the following 9 key issues by January 2018.

## **NINE KEY ISSUES FACING THE CLUB**

The following represents the most important issues facing the Club over the next five years.

These issues must be dealt with as they directly influence how successful the Club can be. Consequently each of the issues will be dealt with in detail in the final Strategic Plan.

**Key Issue Number 1: Long Term Financial Viability**

**Key Issue Number 2: Effective Governance and Administration**

**Key Issue Number 3: Membership/Volunteer Recognition and Growth**

**Key Issue Number 4: Building and Facility Development**

**Key Issue Number 5: Friendly Supportive Club and Community Inclusiveness**

**Key Issue Number 6: Effective Usage of Facilities**

**Key Issue Number 7: Volunteer Recognition and Growth**

**Key Issue Number 8: Bowling Membership skills, Pennant Participation and Competitiveness**

**Key Issue Number 9: Club Members' and Staff Professional Development**

## **MAJOR ASSUMPTIONS**

In preparing this Plan it has been necessary to make some assumptions about the future environment in which the Club will operate for the next five years. The major assumptions underpinning this plan are:

- The location of the club will remain at its current site
- Water management challenges will remain
- The population of Torquay and Jan Juc will grow at a higher rate than the regional average.
- Given the projected increased population within the Club's catchment, new levels of sponsorship and membership are realistic goals
- An innovative bowling and social program at the Club will attract community interest and support
- Financial viability can be maintained and improved by growing the Club's reach on and off the greens, by attracting more members, arranging more social activities and promoting the Club, in order to achieve greater level of community use
- Major facility improvements at the Club will be supported by the Federal and State Governments, the Great Ocean Road Coast Committee, the Surfcoast Shire and the Club itself.
- Volunteers will continue to make a significant contribution to the effective operation of the club.
- The indicated timelines and success indicators outlined in the strategic business plan are ambitious and may need to be adjusted given they can be influenced by external factors, such as grant funding which is beyond the Club's control.

The Board members of the Torquay Bowling Club and members of the Strategic Business Plan Project Team formally endorse the Plan and ask all members to assist in its implementation.

## **Responses to Nine Key Issues**

### **1. Long Term Financial Viability**

- 1.1 Develop a robust three year strategic business plan that clearly identifies growth opportunities and budgetary targets
- 1.2 Aggressively pursue alternative/external revenue streams
- 1.3 Increase sponsorship income from \$37,000 cash and \$23,000 in kind support, total \$60,000 per annum in 2016/17 by 2.5% per annum that is 12.5% over five years.
- 1.4 Benchmark membership fees, green fees, bar prices and meal prices with the Club's competitors.
- 1.5 Encourage members to donate and bequeath funds to the Club to facilitate capital improvements.
- 1.6 Undertake a special fund raising program to encourage members to contribute to the capital development priorities identified in the strategic business plan
- 1.7 Effectively management of club revenue streams

### **2. Effective Governance and Administration**

- 2.1 Introduction of management measures and technology advances to assist the Club better cope with the aspirations of its members and guests
- 2.2 Improved meeting procedures and strategic and policy development practices
- 2.3 Formally review the organizational structure and reporting relationships to ensure effective decision making and transparent separation of powers
- 2.4 Develop position descriptions for all paid employees and role statements/delegations for all Board members and key committee positions
- 2.5 Document a marketing plan that acknowledges the important contribution made by sponsors

### **3. Membership/Volunteer Recognition and Growth**

3.1 Strive to achieve a more diverse range of people of all ages playing bowls and using the Club excellent facilities.

### **4. Building and Facility Development**

4.1 Thoroughly investigate the opportunities and advantages of constructing a new third playing surface to address the current and future demand for additional bowling opportunities

4.2 Consider the conversion of the A or C Green to synthetic

4.3 Consider the covering of the A or C Green to facilitate all year round bowling participation

4.4 Explore the viability of proceeding with the construction of Stage Two of the clubroom's redevelopment

4.5 Development of an asset management plan to ensure existing and new equipment/assets remain in good condition

### **5. Friendly Supportive Club and Community Inclusiveness**

5.1 Maintain the friendly, supportive atmosphere that members and visitors value so highly

5.2 Develop and implement a member's welfare program

### **6. Effective Usage Of Facilities**

6.1 Promote external use of the clubrooms outside the Club's requirements

6.2 Effectively manage the use of greens to ensure maximum usage, but not at the expense of the quality of the playing surface or the access by affiliated members

6.3 Actively promote the Torquay Bowls Club as the premium bowls club in the region

## **7. Volunteer Recognition and Growth**

- 7.1 Formation of volunteer subcommittees to support each of the Board portfolios.
- 7.2 Specify roles and responsibilities for each subcommittee
- 7.3 Notify all members of the roles/tasks requiring their assistance
- 7.4 Develop a Volunteer Recognition Program

## **8. Bowling Membership skills, Pennant Participation and Competitiveness**

- 8.1 Formalize practice sessions with an emphasis on skill development
- 8.2 Encourage elite players to share their skills and competition strategies with other club members to improve the overall competitiveness of all Torquay players

## **9. Club Members and Staff Professional Development**

- 9.1 Develop and implement a professional development program designed to address the training needs of both professional staff and volunteer members