



# Leeming Bowls & Recreation Club

## STRATEGIC AND OPERATING PLAN

FOR THE 3 YEARS TO APRIL 30th 2017

Confidential financial information in relation to financial analysis and cash flow forecasts was compiled in the preparation of this Plan. In the interest of confidentiality, the financial information has been omitted from this version of the document.

Colin McCavana

September 2014

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## FORWARD

The game of Lawn Bowls has been organized, administered and promoted in Western Australia for more over 100 years, with many thousands of participants throughout the state enjoying the game.

The Leeming Bowls Club was established in 1988 and has been growing steadily since its inception.

The development of the present Club facilities started in September 1998; they were completed in June 2003 and officially opened in October 2003. The Club facilities were built to support not only the Leeming Bowls and Recreation Club but also the Leeming Strikers Soccer Club and the Spartans Cricket Club, which together form the Leeming Sports Association. The three clubs stand alone as clubs but share the clubhouse facilities.

In 2009, two of the Club's original grass greens were replaced with synthetic greens which are now the only playing surfaces used at the Club.

Management of the Leeming Bowls and Recreation club is overseen by an 11 member executive, which is elected by Club members at the Annual General meeting.

Our Club is financially sound and more than able to maintain and service all of our current financial commitments.

Our Club has moved through some difficult times since its inception, supported by dedicated executive and members, to be the strong and viable club that it is today. Improvements to our Club are continually happening with the good work of its executive and members.

This Operating Plan seeks to build on the history of dedicated contribution by its previous executives and members. It also builds on the previous plan that was compiled in 2009 as part of our Club's submission for construction of the synthetic greens.

It sets out the Vision, Mission, Strategy and Objectives of our Club for the three years to April 30<sup>th</sup>, 2017 and articulates operational and financial aspects of our Club's business for that period.



## **VISION STATEMENT**

Our Vision is to be a respected and prominent Bowling Club that is a leader in the sport of Bowls within our district; a Club that creates year round opportunities for participation in the sport of Bowls for all ages, genders ethnic backgrounds and abilities; and a Club that provides a friendly welcoming environment where members will want to spend some of their leisure time for sport, recreation, social interaction or relaxation.



## VALUES AND COMMITMENT

The collective principles and ideals of the Leeming Bowls and Recreation Club are;

- ✓ To preserve the traditions that shape the values and character of our Club and the game of Bowls.
- ✓ To support, develop and strengthen our Club.
- ✓ To provide strong leadership, ethics and integrity in guiding our Club towards the achievement of our vision.
- ✓ To maintain ethical, constructive and progressive relationships with our sponsors and stakeholders.

## MISSION STATEMENT

To achieve our Vision, our Mission is to provide the environment and facilities for our members and the community to enjoy the sport of Bowls and its social interaction by;

- ✓ Maintaining our Club as an equal opportunity club for all ages, genders and ethnic backgrounds to participate in the sport of Bowls.
- ✓ Maintaining our Club as one that provides a friendly welcoming environment where members will want to spend some of their leisure time for sport, recreation, social interaction or relaxation.
- ✓ Promoting and fostering a culture in our Club that provides a pathway for bowlers and officials to aspire to perform at club, state and national level.
- ✓ Maintaining the financial security and stability of our Club.
- ✓ Enabling our Club to grow in all aspects by increasing its membership.
- ✓ Providing facilities for all year round participation in the sport of Bowls for the benefit of our members and the community.
- ✓ Motivating members to be responsive and involved in their club with regard to administration, umpiring and coaching.
- ✓ Promoting the sport of bowls for the community.



## STRATEGY

Since its inception our Club has achieved and prospered by following the guidelines and policies of those who have managed before us. Our strategy is to continue to build on this strong foundation and in doing so, take the club from strength to strength by;

- ✓ Ensuring that the Executive, committees and sub committee's maintain a high level of organisation through following the management systems created for their respective areas.
- ✓ Delivering and demonstrating strong and effective direction and leadership through the implementation of "best practice" modern governance procedures.
- ✓ Good financial management through the application of financial and asset management plans that are monitored monthly by the Executive.
- ✓ Providing effective communication at all levels to members and stakeholders and embracing the technology to enhance communication.
- ✓ Improving our technology and facilities in order to maintain our prominence within the sport of Bowls.
- ✓ Developing policies relating to key Legislative requirements (external) and policy statements covering all key operational areas (internal) as required.
- ✓ Regular reviewing of the Constitution, by-laws and policies by the relevant elected committees.
- ✓ Offering a player development structure to enable players to maximise their bowling performance.
- ✓ Maintaining a clear selection process for players, coaches and officials.
- ✓ Developing an appropriate development pathway structure for Coaches and Officials.



## OBJECTIVES

The application of our Mission and Strategy in pursuit of our Vision results in the development of a number of objectives to be achieved under this Plan, which are;

- ✓ To maintain our motivation to have a successful Club.
- ✓ To maintain our current financial strength.
- ✓ To establish a dedicated Membership Committee and the position of Director of Membership.
- ✓ To increase membership by 4.5% per year for the next 3 years
- ✓ To provide facilities and infrastructure that encourages participation in our Club and the sport of Bowls.
- ✓ To maintain and expand sponsorship over the next three years to enable us to run successful bowling carnivals for the benefit of our members, members of other clubs and the community
- ✓ To heavily promote winter bowls in our off season.
- ✓ To promote and foster a culture in our Club that provides a pathway for bowlers and officials to aspire to perform at club, state and national level.
- ✓ To establish a structured coaching regime accessible to all members, but particularly new members.
- ✓ To improve opportunities for bowlers of all abilities to achieve higher levels in the sport of bowls.
- ✓ To have a team in each Pennant Division, men and ladies, within the next 3 years.
- ✓ To establish the opportunity for youth development through school coaching and competitions.
- ✓ To ensure that we have adequate playing facilities for all members.
- ✓ To lay the ground work, planning and financing for major projects to improve our facilities.



## OPERATING PLAN

This plan has been formulated to articulate an expansion and development strategy for Leeming Bowls and Recreation Club over the three year period to 30 April 2017.

This Operating Plan has been compiled to carry on the important work of the past by building on the current strong foundation. The Plan sets out the main priorities that the Leeming Bowls and Recreation Club will pursue during the next three years to ensure that our Club and the sport of Bowls continue to develop and grow into the future.

The Club's primary objectives are to maintain its current financial strength and to expand its membership to around 200 ordinary members over the next three years. To achieve this objective, the Club will focus on managing its costs, sustaining its income streams and modestly expanding its membership each year.

Notwithstanding our need to maintain the careful fiscal management of our Club, the sustainability of our Club is also dependent on expending some of our surplus on projects to enhance the Club's facilities, to improve efficiencies in our activities and to provide other programs and initiatives to improve the membership experience.

As a precursor to the preparation of this Plan, all members were asked to submit ideas for improvement in our Club. There was a minimal response to the request for ideas, however, there were some ideas submitted and most of those ideas have been addressed in various sections of this Plan.

In addition to the canvassing of members for ideas, all Executive members were asked for ideas, projects or improvements that may be required over the next 3 years for their areas of responsibility.

The Plan is therefore, member inclusive, with all members and Executives given the opportunity to contribute.

Other information for this plan has been obtained through research on bowls in Western Australia including information from the websites of Bowls WA, Bowls Australia and other successful metropolitan bowls clubs; researching the recent financial history and trends of our Club and trends in other clubs; and the 2009 Business and Management Plan for the installation of our Synthetic Greens. Executives of other clubs were interviewed to glean ideas and precedence for suggested initiatives.



## **THE KEY PRIORITIES OF THIS OPERATING PLAN ARE TO;**

- ✓ **SUSTAIN AND ENHANCE THE FINANCIAL POSITION OF THE CLUB.**
- ✓ **IMPROVE MEMBERSHIP OF THE CLUB AND PARTICIPATION IN THE SPORT OF BOWLS.**
- ✓ **IMPROVE COMMUNICATION WITH MEMBERS.**
- ✓ **IDENTIFY ADDITIONAL IMPROVEMENT PROJECTS FOR THE BENEFIT OF MEMBERS.**
- ✓ **IDENTIFY POSSIBLE CAPITAL WORKS PROJECTS FOR THE BENEFIT OF MEMBERS.**

## **SUSTAIN AND ENHANCE THE FINANCIAL POSITION OF THE CLUB.**

The current strong financial position of the club is a credit to the executives and members who have managed our Club's affairs frugally and with sound fiscal responsibility. Our Club is in an envious position with no debt, a bank balance of approximately \$275,000 and generating cash surpluses of over \$100,000 per year.

Of the \$275,000 cash in the bank, approximately \$150,000 is quarantined to be used for replacement of A and B greens when the time comes.

It is imperative that we sustain our Club's current financial position and enhance it as much as possible over the next three years. Our Club's finances should be managed to maintain a minimum cash surplus of \$50,000 over and above our asset Replacement Account to insulate our Club against any unforeseen expenses or capital requirements.

The cash flow position of our Club is strong with average cash surpluses of \$113,500 per year for the two years May 2012 to April 2014. The cash surpluses are approximately 70% from bar activities and 30% from other club activities including functions, bowls events and sponsorship.

An analysis of cash flows for the period May 2012 to April 2014 shows a trend of rising expenses against falling income leading to declining cash surpluses throughout the activities of the Club. The annual cash surpluses for the period declined by 8.12%.

Bar sales for the period were relatively flat with a 1.6% increase against a cost increase of 3.91% for bar stock and a cost increase of 17.54% in other bar expenses such as wages. This resulted in a decrease of 17.80% in the surplus from bar activities.

Income from other Club activities increased by over 12%, aided predominantly by a 100% increase in sponsorship, and significant increases in revenue from social events, other fundraising and interest from bank deposits. However, there was a 24.62% increase in overall expenses for other club activities. The increase was predominantly made up of City of Melville admin fees relating to discharge of a \$100,000 loan in 2013, and greater costs for holding social



functions and bowls events. Despite these increases in expenses the surplus from other Club activities increased by 9.98%.

The combined annual surplus from the Bar and Club activities decreased by 8.8% to \$108,693.00.

This Operating Plan is has been based on maintaining the current level of annual cash surplus and includes an increase in subscriptions of 5% per year, which is made up of an increase in membership of 4.5% and a modest increase in fees in year two.

The Consumer Price Index (CPI) for Perth, as calculated by the Australian Bureau of Statistics, has averaged an increase of 2.7% per year for the past 3 years with an upward trend evident. This Operating Plan allows for increases in operating expenses in line with CPI at 3% per year.

It is important that we use our best endeavours to conduct as many Bowls events and social functions as possible and to encourage members to participate in as many as possible in order to sustain our revenue streams.

Club raffles are currently generating around \$12,000 per year, a significant contribution to our cash flow.

Corporate bowls is an important initiative for the club, providing exposure to the game for potential new members, a social outing for current members and generating some income for the Club.

The Club also generates considerable income from activities not directly associated with Bowls. Particularly Monday night bingo and Wednesday night darts. Monday night bingo contributes approximately \$14,000 to the annual surplus.

These activities are important to the Club and must be maintained or expanded in the coming three years.

## **IMPROVE MEMBERSHIP OF THE CLUB AND PARTICIPATION IN THE SPORT**

The sustainability and viability of our Club is directly proportional to the number of members on its books. Membership subscriptions are responsible for approximately 16% of the Club's annual revenue. It is essential for our club to at least maintain the current level of membership and to be pro-active in increasing membership as much as possible.

Membership of Perth metropolitan bowling clubs has been in general decline for several years.



According to figures from Bowls WA annual reports, in the membership years 2009/10 to 2013/14, only 16 of the 67 metropolitan clubs had increased their memberships. Men's membership of metropolitan clubs declined by 1,014 members or 13.8% and ladies membership declined by 618 members or 19.0%, with a total overall decline for the period of 1,632 members or 14.9%.

One club closed and 11 clubs lost more than 33% of their membership. We are also aware that there will be closures and amalgamation of some clubs in our district in the coming year.

This paints a grim picture for the sport of bowls in Western Australia and highlights the need for clubs, including ours, to be diligent in promoting the sport, retaining existing members and attracting new members.

Our Leeming Bowls and Recreation Club is one of the few clubs to enjoy an overall increase in membership. In the 2009/10 to 2013/14 period our men's membership increased by 7.7% to 112 and our ladies membership increased by 26.4% to 67, for an overall increase of 14.0%.

It can be seen from the figures above that it is essential for our club to be pro-active in increasing membership as much as possible and to at least maintain the current level of membership.

This Operating Plan envisages an increase in membership of 4.5% per year over the three year period, bringing our total membership to 204 ordinary members by the end of 2017.

The maintenance of membership levels is so fundamentally important to our Club, that the need for a dedicated Membership Committee is evident. The Membership Committee would be led by the Director of Membership and be charged with promoting membership of our club in the wider community and within our own membership.

Our constitution currently does not allow for a Membership Committee or Director of Membership, therefore, a change to the constitution will be required to effect the formation of the committee. This change should be put to members at the next general meeting. In the interim, the President should co-opt a member or members to implement a membership development programme.

The Director of Membership would eventually form the Membership Committee to assist him/her to liaise closely with the various Club committees and attend their meetings as necessary.

Many people who want to get involved in a club do not know how to do so, therefore, we need to invite the community to join our Club in as many places as possible.



Our Club has a useful and informative website that provides most of the information required by our members. Our website should have an open invitation for people to become involved in our Club and should have a Membership page and list a Membership Committee person's name and contact details.

Many people use websites to search for information, however, a website only captures those people who consciously seek out information. There are people who may wish to become part of a club but are not actively seeking out information.

Alternative forms of encouragement and advertising Club information should be used

- ✓ Posters, flyers and community notices around the district.
- ✓ Local newspaper advertising.
- ✓ Letter box drops at the end of the pennant season, to allow any new members to become familiar with our Club and the game before the next pennant season.
- ✓ Using council communication to invite people to the club.
- ✓ Social media invitations.
- ✓ School newsletters.

Our Club should advertise free coaching for new members.

Club communications should make it clear that our Club welcomes people of all ages, genders and ethnic backgrounds as members to participate in the sport of Bowls.

This Operating plan provides an allowance for advertising and other promotional activities to expand membership of our Club.

Our Club also needs to improve on other areas that impact on membership such as;

- ✓ Open Days  
Our Club should hold open days on at least two occasions each year to provide an opportunity for potential members to attend our Club, find out about the game of bowls and to have a feel for the socialisation and fellowship of our Club. Properly advertised open days have been very successful in attracting members in the past, however, have not been held in recent years.
- ✓ Welcoming new members.



The Director of Membership in conjunction with the Club President would welcome any new member into the club and would publicly introduce and welcome them to our Club at the first opportunity. All new ordinary members would be publicly presented with a “New Member Pack” containing a Leeming name tag, Leeming cap, Leeming bowls cloth, Leeming fixture book, Bowls WA fixture book, copy of our bylaws, copy of the Constitution and any other appropriate documentation.

- ✓ Mentoring of new members.  
The Membership Committee would second a delegate or other member to mentor the new member to ensure that they are familiar and comfortable with the Club and the various rules and processes for members.

- ✓ Establishing a structured coaching regime accessible to all members, but particularly new members.

Most bowls clubs have a coaching regime for their members.

A structured coaching regime that offered coaching to all members at particular days and times could be instrumental in our quest to retain existing members and encourage new members.

Our Club Constitution provides for the formation of a Coaches Panel that would interact with the various Bowls Committees on behalf of the coaches of the club.

Our Club Constitution states that;

*The members of the Club who are qualified Coaches in accordance with the requirements of Bowls WA shall constitute one (1) coaches panel. This panel shall have the responsibility for the election of a male representative, and a female representative, who shall attend monthly meetings of the respective Bowls committees on behalf of the qualified coaches of the Club. The coaches' panel shall elect a Men's and Ladies' Representative at a meeting of the panel within two (2) weeks after the Annual General Meeting.*

*The duties of the coaches of the Club are:*

*(a) Liaise fully with the Match and Selection committees.*

*(b) Assist all new bowlers in an effort to teach them as much as possible to develop their bowling skills and etiquette, to a reasonable standard, as quickly as possible.*

*(c) Offer help to anyone whom they observe is in need of assistance.*



*(d) Conduct open meetings at the Club, with or without the help from outside speakers, to develop the overall standard of bowls throughout the Club members.*

*(e) To be fully involved with Executive on any drive for new members where inexperienced people are encouraged to take up the game of bowls.*

*(f) In the absence of qualified coaches, these duties may be undertaken by experienced players who may form a panel with or without qualified coaches.*

This constitutional requirement has not been fulfilled and should be brought to the fore as soon as possible. Members with coaching accreditation should be requested to form a panel and those with suitable experience should be encouraged and, if necessary, have any fees subsidised to attend Bowls WA coaching courses.

- ✓ Providing educational forums with respect to the game of bowls.  
The Membership Committee, the Coaches Panel and the Umpires Panel should conduct open meetings at the Club, with or without the help from outside speakers, to develop member's knowledge of the rules, etiquette and other aspects of the sport of bowls.
- ✓ Providing a welcoming social atmosphere.  
We must continue to provide a welcoming social environment with well run social functions that earn income for the club as well as providing enjoyment for our members.
- ✓ Providing a competitive bowls environment for all levels of competency.  
An increase in membership and structured coaching system would allow us to nominate more teams for pennant competition and to enter teams in other Bowls WA competitions. This can only be positive for bowlers at all levels.
- ✓ In keeping with our Mission Statement of promoting the sport of bowls for the community and school students and our Objective to establish the opportunity for youth development through school coaching and competition, our Club should reinstate its program of involvement with local schools. At present we do not have a schools coaching program.



## IMPROVE COMMUNICATION WITH MEMBERS

Communication with members is an important aspect of the management of any club or organization. We must strive to keep our members informed as much as possible on the activities of our Club.

Many issues that upset members are born of misinformation, uncertainty and frustration that could be averted with proper communication.

In this modern world of internet, web pages, emails, Facebook, Twitter, Instagram etc. the dissemination of information is very easy and very powerful.

Email has evolved as the primary form of communication for our Club and our communication system relies principally on emails from our President and Secretary. To a lesser extent our notice boards and verbal “in club” announcements are used to disseminate information. Email should continue to be the primary form of communication for our Club, however, it should be used in conjunction with other forms of communication and not relied on as the only form of communication.

Our Club should embrace all means at its disposal to communicate with members, and the wider community about its programs, services and events.

Websites are an important method of communication and source of information. Our Club has a useful and informative website that provides most of the information required by our members.

Our Club website is currently well managed by our Club Secretary, however, he is the only person with an intimate knowledge of the management and workings of the website. There is a constant need to update the page with new information and to improve the presentation and types of information offered. Our website is a vital strategy for the Club, therefore, we should introduce one or two other computer literate members to the management of the website to assist the Secretary and offset the risk in the event of the Secretary becoming incapacitated or unavailable.

Social media such as Facebook is a fast and good communication strategy for general promotion communication. A reasonable number of our members have a Facebook account and follow our Club page, however, it does not reach all sections of our membership. Many people are either not familiar with the workings of social media, do not have the technology or skills to access social media or refuse to have or use a social media account.



Social Media is a serious aspect of any communication program now days, however, it needs to be managed properly and professionally.

Our Facebook page is an open page that can be viewed by anyone and could be subject to misuse. It essentially is a statement from our Club and we are ultimately responsible for its content. Our Club should develop a Social Media policy that would govern the administration of our Facebook page and should place moderation of the page under the control of the Club's Secretary and his assistants.

With the advent of smart phones and tablets as a part of most people's everyday life, the use of "Mobile Apps" as a means of assisting with everything from shopping to banking, ticket purchases and recently mobile medical apps, has become common place.

A Sporting App has been developed in Australia that enables sporting clubs to enhance communication with those of its members that have a tablet or smart phone.

It can deliver to these members any information our Club wishes, such as events, news, results, selections, schedules and any other relevant data. It will integrate with our website and Facebook page so that any new postings there could also automatically go to the App. The App has a Push Alert system that notifies the member when new information is posted.

The Sporting App costs \$750 to set up and \$480 per year to maintain.

The Sporting App would be a positive and progressive initiative to improve communication with our members.

Our Club would manage the content of the App and it would be branded with our logo. It would be the Leeming Bowls and Recreation Club App.

Our recently installed television sets should be used more effectively to graphically advertise functions, bowls events and other Club activities. This system needs to be properly managed and a computer literate member tasked with preparing power point or other graphic presentations for display on the televisions. These presentations can be played on continuous loop on at least one TV on bowls days, pennant days, Friday nights and other appropriate times to provide a graphic reminder to our members of upcoming events.

Our noticeboards have traditionally been a useful form of communication, however, this requires members to regularly visit the Club to obtain information. A small number of members do not have internet access and do not regularly visit the Club in the off pennant season, therefore, they are not up to date with all of the activities of our Club and may not support events simply because they are not aware of them.



Production of a regular “newsletter/bulletin” has been suggested. The newsletter/bulletin could be sent to members via email with a hard copy posted on the Notice Board and other copies made available for members at the Club. Members who have difficulty accessing the newsletter/bulletin, and these would be small in number, could have one posted to them. A newsletter is an excellent communication strategy, and one which is employed by most clubs.

As well as current news and information, the newsletter would contain standard information such as;

- ✓ Sponsor of the week
- ✓ Forthcoming events for the following 2 weeks
- ✓ Menu for the coming Friday night
- ✓ Results of last week’s competitions.

A regular and informative newsletter would be a positive improvement to communication with our members. The newsletter could be managed by the Membership Director and his/her committee.

Word of mouth is still the best method of communication whether in person or by telephone. Particularly where individual members are subject to changes in the status quo, such as team selections or venue changes. Members should be informed by telephone as to the reasons for the change and any possible ramifications. This would avoid unnecessary uncertainty and angst for members.

A communication strategy that encompasses all of the above methods should be developed by our Club and implemented as soon as possible.

Allowance has been made in the financial plan for improvement in Club Communications.



## **IDENTIFY ADDITIONAL CLUB IMPROVEMENT PROJECTS FOR THE BENEFIT OF MEMBERS.**

As mentioned previously, members were asked to submit ideas for improvement in our Club and there were a number of ideas submitted. This section of the Plan deals with smaller projects or improvements that may be required over the next 3 years, but that are not likely to require large capital investment by our Club.

All of the projects or improvements discussed in this section of the Plan are put forward as ideas for discussion and their implementation is subject to approval by the elected Executive. The discussion of an idea in this plan does not guarantee that it will be adopted and implemented by our Club.

### **UMPIRES PANEL**

There has been a suggestion that our Club properly organises its umpires and forms an Umpires Panel. Formation of an Umpires Panel is called for in our Club constitution, however, this has not been implemented in recent years.

Our Club constitution states that;

*The members of the Club who are qualified umpires in accordance with the requirements of Bowls WA shall constitute one umpires panel.*

*This panel shall have the responsibility for the election of a male representative and a female representative, who shall each attend monthly meetings of the respective Bowls committees on behalf of the qualified umpires of the club.*

*The Representatives shall allocate Umpires for all Association and Club bowls competitions conducted on the Club greens.*

*The umpire's panel shall elect their respective representatives at a meeting of the panel within two (2) weeks after the Annual General Meeting.*

*The Umpires Representatives shall liaise with the Pennant and Match committees.*

The umpires equipment and trolley should be assessed by the Umpires Panel and where necessary upgraded.



## **SECURITY**

Security of our Club premises and surrounds is an ongoing problem, with numerous break ins over the past 12 months.

It has been suggested that a Closed Circuit Television (CCT) system be installed in our premises to improve general security, deter potential break ins and provide detailed video records to assist with apprehension of burglars.

A CCTV system could also be used to monitor the front door of the premises at times when bar staff may be the only occupants of the building. For example when games are in progress and all members are on the greens. Presently there is a risk that our office and store room could be accessed unnoticed by anyone during these times.

A good quality high definition CCTV system with 6 cameras can be installed for around \$6,000.

Our Club should engage a competent security firm to assess our needs and provide recommendations and costings.

## **BAR**

### **Eftpos**

Our bar manager has, for some time, been an advocate for the installation of an eftpos system at our Club.

Bar operations currently account for about 70% of club income, all of which is cash. There are many members who would use eftpos to pay for bar purchases, Friday night meal purchases, uniforms and payments for club functions. Outside hirers of the club facilities could also pay hire costs by telephone using eftpos.

Mobile EFTPOS terminals are now common place in retailing and hospitality businesses, but the costs can be high once you allow for establishment and annual fees, monthly hardware rental, merchant fees and transaction fees.

Terminal rental would be around \$35 per month for a mobile terminal. Our bank would charge merchant service fees on eftpos transactions. Merchant service fees are currently around 0.90% and the PIN-based eftpos transaction fees are 30 cents per transaction.

Accepting purchases on eftpos gives members a choice of payment method. Eftpos reduces the amount of cash we need to hold in our till and on our premises, reducing exposure to theft, mishandling and misappropriation.



Eftpos can integrate with MYOB software packages. Cleared funds are paid into our nominated bank account the next banking day. Reconciling till balances can be done at any time with online and real-time transaction reporting 24/7. Eftpos is extremely safe

With suitable management constraints; \$10.00 minimum charge and no cash out, the installation of eftpos could be a positive cash flow management tool.

Costings for the eftpos system should be obtained from MYOB and our bank.

### **Cash Registers**

The Director of Bar has suggested that the current cash registers are old technology, difficult to maintain and administer and in need of replacement. It is proposed that the cash registers be replaced within the next 6 months.

In the event that the cash registers are replaced, they should be replaced with modern point of sale equipment that is compatible with our MYOB accounting system and that can integrate with an eftpos terminal.

### **Accounting Software**

In order for effective integration of new cash registers and eftpos it would be necessary to upgrade our MYOB accounting system.

Further detailed information and costing should be obtained for the eftpos system, upgrading of cash registers and upgrading our MYOB accounting system.

### **OFFICE EQUIPMENT**

Our current office equipment is in need of upgrade.

The requirement for more online interaction with Bowls WA through its Bowls Connect portal for reporting memberships, pennant results and other administrative functions will require greater input from our Club, which will require greater access to Club computers.

We will require at least one new laptop computer to facilitate the increased requirement from Bowls WA.

We should also purchase a “tablet” that can be used to transmit graphic advertisements of functions, bowls events and other Club activities to our TV sets. This device can also be used as a source of music for the various social functions that are held at our Club. When loaded with music and coupled wirelessly to a sound speaker system it could provide high quality music entertainment for virtually no cost.



We do not have a modern reliable A3 colour copier/printer which is essential in any small enterprise these days. This machine would be used to produce the proposed newsletter in hard copy, advertising posters for events and social functions and provide updated printing and copying facilities for our Club Secretary and Treasurer.

## **SCREENS**

It has been suggested that we invest in moveable furniture that can help segregate the bowler's bar from a more intimate restaurant setting, making it easier to attract restaurant patrons.

Artificial palms that can be used inside or on the outside balcony have been suggested.

Our Club has some mobile screens that are used from time to time to segregate the function hall, however, they do not completely extend to the full 10m width of the hall. They are also bulky and difficult to store.

It has also been suggested the men's pennant board area be segregated from the bar/hall when selectors are holding their weekly selection meeting.

There are a number of modern portable screen solutions available that would provide segregation for the restaurant and selector's meeting. They are lightweight, sound suppressing and relatively easy to store.

Our Club should investigate the available options and pricing for a screening solution as soon as possible.

## **CUTLERY/CROCKERY**

There is an ongoing issue with the other LSA clubs using and abusing our Club's cutlery, crockery and other kitchen equipment. The Executive has recently approved an audit of our cutlery and crockery and replacement of damaged and missing items.

In order to eliminate the use of our equipment by the other clubs it has been suggested that the Club purchase a dedicated trolley for its storage. The trolley could then be secured in our storeroom and brought out when required for our Club use.

Dedicated trolleys that accommodate plastic holding trays that double as trays for the dishwasher are available from hospitality suppliers. Trays are loaded with dirty dishes, washed in the dishwasher, dried then placed in the trolley to be wheeled to the store room. This also reduces double handling of crockery and thereby reduces the potential for breakage.



## **CLEANING/JANITORIAL**

The cleaning and day to day janitorial maintenance of our Club facility is becoming more difficult as the facility ages.

Our cleaner is having difficulty bringing the kitchen and toilet floor areas to an acceptable level of cleanliness. These floors require stripping and cleaning by professional tile cleaning contractors in the near future.

The cleaning of carpets is also problematic, with the current vacuum cleaner old and unable to properly clean the carpets. The current vacuum cleaner is owned by LSA and used by all LSA clubs, and as a result it suffers from some abuse and lack of maintenance.

Our Club should purchase its own dedicated commercial vacuum cleaner to ensure proper cleaning of our part of the club premises.

## **FIRST AID COURSES**

There have been a number of instances in the past 12 months where ambulance have been called to Club premises to attend to members and visitors who have collapsed or suffered other injuries.

It is evident from these events that the more members we have who are familiar with basic first aid response and management of incidents the better.

We also have a defibrillator available at the club, but there are very few people who are familiar with its purpose or its operation.

St John's provide first aid courses for seniors and will come to the Club during school hours to provide a two hour course that covers basic instruction on how to deal with respiratory, CPR, stroke, asthma and other problems while waiting for medical assistance. They would also include basic instruction on the use of the defibrillator.

This would be a positive initiative for those members who wish to attend at relatively little cost to our Club. The course should be offered on two days initially to attract as many members as possible, then twice yearly to keep members up to date and familiar with medical emergencies.

St John's has many other first aid courses that could be undertaken by members and it may be in our Clubs interest to consider funding other more advanced courses for interested members.



## **IDENTIFY POSSIBLE CAPITAL WORKS PROJECTS FOR THE BENEFIT OF MEMBERS.**

This section of the Plan deals with larger projects or improvements that may be required over the next 3 years, and which are likely to require large capital investment by our Club.

All of the projects or improvements discussed in this section of the Plan are put forward as ideas for discussion and their implementation is subject to approval by the elected Executive and subsequently our members. The discussion of an idea in this plan does not guarantee that it will be adopted and implemented by our Club.

### **COVER A OR B GREEN**

There has been some discussion about the possibility of building a cover over A or B green, in similar fashion to the Rossmoyne and Innaloo bowling clubs.

The Rossmoyne cover was designed and constructed by Mills & Hassel through a contract with BGC building company. Their total project cost which, included two synthetic greens, was \$990K. The cost of the building was \$550K. The cost of the building was effectively at cost to the BGC building company, due to their willingness to support the club. It was funded \$300K by Department of Youth Sport & Recreation as an election promise, \$300K from sale of land to the Canning Council, \$200K from their cash reserves and the balance in loans from members. The covered green has proved a boon to the club. It has attracted new members and is in constant use night and day.

The Innaloo cover was built by the WA Government and is a much more substantially engineered structure than Rossmoyne. The structure cost \$1.2M including the synthetic green.

If our Club was to pursue the construction of a cover over one of our greens it is estimated that we would be looking at a funding requirement of around \$1.0 million. The projected financial position of our Club would not be sufficient to support such expenditure, therefore, we would have to obtain a government grant, some Council support, and some loan funding.

It appears from our own experience and that of Rossmoyne, that grants from the Department of Youth Sport and Recreation are significantly easier to obtain in an election year. The next state election in the state of Western Australia will be held on Saturday 11 March 2017, which may good timing for funding the construction of a cover over one of our greens.

If our Club wishes to cover one of our greens, then we need to start the process of design, pricing and financing within the next 12 to 18 months, in order to have the project secured before the next state election.



## **NEW SYNTHETIC C GREEN**

There has also been discussion about the possibility of converting C green to a synthetic surface.

With our current membership A and B greens have been well utilized, particularly during our winter bowls events. With the projected increase in membership under this Plan, it is conceivable that our Club may not be able to offer all members a game of bowls on winter bowls or carnival days. The addition of another synthetic green would alleviate this possible problem.

In addition to the ability to offer all members the opportunity to play when they wished, an additional synthetic green would increase the life of our existing greens. Greens could be rostered to spread the usage and wear, greens could be closed to allow maintenance and the additional green would allow us to attract larger Bowls WA events.

KCL Sports, the installers of our existing synthetic greens, have quoted in the order of \$170K to \$180K as the current cost for conversion of a grass green to a synthetic green. In addition to this, costs would be incurred for construction of shades, seating and associated paving. This would add approximately \$50K to the cost, for a total of \$220K to \$230K.

Depending on the timing of the conversion of the green, current projections indicate that the conversion of C green to synthetic is within the means of our Club within the next three years but would require \$70K of short term financing.

If managed in conjunction with our projected increase in membership and cash flow, the project could be completed and paid for from our cash reserves over the Plan period.

## **BARBEQUE AREA**

It has been suggested that a barbeque area be built adjacent to B green. The area would include roof covering in keeping with the existing shade coverings, seating to match the existing surround seating and built in barbeque incorporated into an outdoor kitchen facility with sink, bench and small bar fridge.

The area would provide a dedicated area for use by all members and could be utilized for corporate bowls and other social bowls functions such as our Club opening day.

The construction of this facility would probably provide an opportunity for relocation of the existing fertilizer shed and the cleanup of the general area to the north of B green.

An estimate of cost for this facility is \$50K.



In the event that this suggestion is identified by our Executive as worthy of further consideration, detailed design and quotes should be obtained.

## OPTIONS

Each of the Capital projects mentioned in this Plan are worthy projects in their own right, however, our club cannot afford to implement all of them in the three year period of this Plan.

The cost for the barbeque area would be in the order of \$50K. Ideally construction would occur after the pennant season in May/June.

If this project was constructed, the cash flow of our Club would not support either of the other two projects being implemented within the period of this Plan without some borrowings.

The conversion of C green to synthetic could be constructed under the proposed cash flow for this plan with the addition of approximately \$70K of borrowings. The borrowings could be fully repaid from cash surplus by the end of year three.

The conversion of C green to synthetic as well as construction of the barbeque area with repayment of the loan for C green could be completed from forecast cash surpluses within the Plan period. The C green conversion could occur in March/April 2015 and the barbeque area could occur in June 2016. The 70K loan for the C green conversion would be repaid in March 2017.

However, surplus funds would be depleted to around \$80K, insufficient to support applications for funding a cover over A or B green at the end of 2016-17.

The project to build a cover over A or B green could not be achieved within the period of this plan, however, could be targeted for construction in mid 2017 immediately after the next state election. The Cash flow forecast from this Plan shows that implementation of this project would only be possible with at least \$800K of funding from combined State Government and other loan funds together with \$200K of Club funds.

If the barbeque area, and conversion of C green to synthetic were implemented there would not be \$200K of funds available to support the building of a cover over A or B green.

If C green was not converted to synthetic there would be over \$200K of funds to support the building of a cover over A or B green by the end of the 2016-17 year.