



**VERMONT SOUTH
BOWLING CLUB**

DEVELOPMENT REVIEW & REPORT

31st January 2016
1st March 2016

Draft Approved by VSBC Committee of Management
Modified after consultation with stakeholders

Summary

The Development Review reached the following key findings about our specific Club situation and operations:

- Membership growth and retention is vital to our Club's success.
- Marketing and Public Relations require more planning and effort.
- Existing and future bowlers at all performance levels need to be given the opportunity to participate in skills improvement programs to assist the Club achieve the desired levels of Club pennant success.
- The first class quality of greens, amenities and surrounds must be maintained.
- Current level of financial strength and stability is critical to ongoing success
- Some non-pennant bowls programs such as social bowls and Club championship tournaments have not kept pace with changing member and visitor needs.
- Non-bowling social events are important and should be continued.
- It is important to be a united, values driven and socially committed Club

The Committee of Management reviewed the report and approved the following actions which will now progress to implementation over the next few months. The approved **recommendations** in priority order are that;

Marketing

1. A new role of Club Promotions Officer will be created.
2. Membership target numbers will be set at 275 by June 2017.

Performance & Skills Development

3. A skills development model will be developed and implemented for three seasons under the control of the newly created role of Training Co-ordinator.
4. The services of an experienced coach will be engaged on a casual basis to conduct further training of club coaches and to run several programs for members
5. We will aim for promotion to Saturday Pennant Division 1 within 3 years and to maintain current Mid-week Division 1 status with all other Saturday and Mid-week teams retaining current sectional levels at a minimum.

Social and Tournament Bowls

6. Social bowls and tournament programs will be thoroughly examined and reviewed

General

7. The report will be made available to all members and they will be encouraged to read and understand the reasons underpinning the revised blueprint.
8. Large copy of the Club's Mission Statement will be placed in both clubhouses
9. We recommend that the V.S.C. maintains Club membership fees (excluding affiliation fees) at the 2015 rates for the ensuing year.
10. Subject to V.S.C. budgetary and cash flow requirements, we recommend that Bowls "green fees" & "pennant fees" remain at \$7 until at least 2018-19.

Introduction

The purpose of this review is to comprehensively review & examine the range of current activities within the Bowls Section of the broader Sports Club. The final decisions arising from this review are aimed at creating clear objectives to ensure the Bowls Club is positioned to appropriately meet several emerging & changing circumstances “on and off the green” over the next 5 years and beyond.

This initial work then needs to feed into a series of Action Plans with clearly articulated goals & defined measurable steps. These need to be monitored and become key components in managing the Club’s business model and achievement levels over the next few years.

Like all successful enterprises, we need to manage a range of elements in order to continue to run a first class integrated, cohesive and united Club. This strategic form of planning whilst not easy will make a real difference particularly with a medium and longer term focus.

In doing so it is important to strike this balance across standard business components which will turn our Club (which already has a range of industry “best practices” in place) from a very good Club into a great Club. The areas can be summarized as;

1. Membership
2. Marketing
3. Performance
4. Social fabric and culture
5. Financial stability
6. Facilities & amenities

How the Bowls Section fits within the broader Vermont South Club

Whilst there is a mountain of work and tasks undertaken by the large number of volunteers in this Club we are fortunate that these tasks essentially focus on operational matters and Bowls administration. The complex external regulatory & compliance matters associated with Liquor Licensing, insurance, legal, company & audit are the responsibility of the V. S. C.

In being part of a broader Club with almost 500 members we are the 2nd largest Sports Club in the City of Whitehorse. This situation is very important when dealing with Council colleagues and it also assists overall Club finances, sponsorship and community recognition.

The Bowls Club is clearly the largest section of the Club and generates the bulk of Club revenue. Conversely, we need to recognize that the Bowls Section is the only reason that the Club has a long term debt, \$235,335 at 31 December, requiring Principal and Interest repayments of \$24,000 p.a. In addition the cost of replacing the two “all weather” bowling greens requires a minimum sum of \$35,000 to be set aside each year.

Pleasingly, through good management and an incredible amount of hard work by the bulk of our Bowls members the Club is in a very sound financial position. The excellent level of returns from Sponsorship, bar trade and Corporate Bowls revenue plus the exceptional volunteer base minimizes overhead expenses.

The Bowls sectional members have done a fantastic job over the last 20 years. However, the Club is facing an interesting and critical stage. In moving into the 3rd decade, personnel changes both on and

off the green are starting to occur at a much more rapid rate that previously experienced. There is a need for increased attention to succession planning in many areas.

The vast majority of Victorian Bowls Clubs (several in the Eastern suburbs) are experiencing a steady & significant decline in membership & increased pennant relegation resulting in an inability to both recruit members and adequately fill operational roles. Furthermore, unlike our Club which has 90 plus female members several have 50 or less.

Bowls Australia playing member trends for the 5 years ending 2014 reflected a disturbing trend of being down 19.68% Australia wide and down 20.8% in Victoria. This was despite a population increase of 8.5% in Victoria around the same time.

Whilst we are not currently experiencing these problems we must not become complacent as there are some trends within our Club's operation that require early attention. Failure to take action will result in us potentially drifting into the adverse position that many Clubs are in.

So, how has this Development Planning exercise been conducted?

- Initially we reviewed previous initiatives that Bowls Sectional personnel, and in some cases, members of the VSC Committee participated in from April 2011 through to May 2014. Although some matters have been implemented e.g. the eNews communication & initial work on strategic planning disappointingly, the overall effort stalled with other initiatives either incomplete or not fully actioned.
- An initial draft S.W.O.T analysis (Appendix 1) was prepared for review by all sectional Committees. i.e. Weekend & Mid week Selection, Social, Greens, Tournament Committees and the Coaching group.
- Separate meetings were then held with representatives from these Committees including a small group of members of the popular Thursday social bowls event.
- In addition to reviewing the S.W.O.T. documentation these groups focused on a series of pre-prepared discussion points in regard to their portfolios and other Club activities.

What are the key findings from the review?

- Membership development, growth and retention is vital with maintaining in excess of 250 members being a key to ultimate future success
- Marketing promotion and Public Relations require significantly more effort, sharper focus and planned targeted programs & initiatives.
- Structured training and increased skills development is required to achieve future desired levels of pennant goals across all sections of the Club.
- Maintaining the Club's first class greens, amenities and surrounds must continue.
- Both winter and summer social bowls programs and Club Championship events require immediate review to ensure we are meeting member and visitor needs.
- The need to continue meeting current levels of financial strength and stability
- It is important to be a united, values driven & socially committed Club

Other findings and outcomes

- The need to ensure that strong leadership and capabilities prevail within Committees
- Constant and meaningful communication across all areas of the Club is important. Recent advices from C O M after monthly meetings have been well received. The eNews advice reaches 90% of member households with only 24 members not on email.
- It is considered timely to seriously further explore alternate non pennant and social bowls formats with the aim of creating a point of difference at Vermont South. An example would be to develop a structured Jack Attack, or similar program which may take time, resources & patience to be successful.
- Night pennant and social bowls remain very important pathways to give both new bowlers and younger working members serious options for playing bowls. We therefore should professionally target and attract the latter category or group.
- It does not hurt to have some failures as not all new initiatives are successful. Conversely we need to stop doing some things that no longer work.
- The winter skills development program that was originated out of the Player Development Group has been invaluable in assisting skills improvement particularly for the newer members and those showing keenness &/or potential.
- Tuesday and Saturday Selection teams should have a more structured interaction and involvement.
- Somewhat surprisingly neither Selection team has regular or formal contact with the coaching group. This gap requires closing particularly as the coaching team becomes more experienced. In addition to holding discussions with new pennant players at the start of a season perhaps the coaching group should deliver a specific session on etiquette and team roles to these players.
- The prospect of the Coaching group placing a short series of coaching tips in a “Coaches Corner” segment in eNews on a regular basis leading up to pennant season should be considered.
- The Club website needs to have modern appeal going forward. Should social media be used?
- The Club’s social programs are of vital importance to ensuring members have opportunities to enjoy non-bowling functions which have resulted in members now having long term friendships within the Club.
- Encouraging relatively new and keen pennant players to play events with more experienced bowlers on grass greens as well as alternate surfaces is a real benefit in their progression. It is suggested that this should be on a more organised basis.
- The increased volume of Tuesday pennant bowlers whilst now giving up to 100 players competition twice a week has had an adverse impact on other areas. e.g.
 - Tuesday Night pennant
 - Saturday Pennant Tuesday practice sessions
 - Wednesday afternoon event
 - Wednesday Night social bowls

What have been some general comments & inputs?

- A small number of members who seek to attain personal skills growth & competition success consider the Club lacks a total commitment for ultimate pennant success
- Total emphasis on highest level pennant success can be very divisive if not managed effectively
- Individual length of time on Committees in some cases is considered to be too long.
- Whilst the Club has demonstrated a continued commitment to offer women's only bowls, these efforts have not been totally successful due to circumstances outside our control.
- Given the number of "social bowlers only" there is a need to find a way of encouraging more of them to become part of working groups & committees.

Membership Position

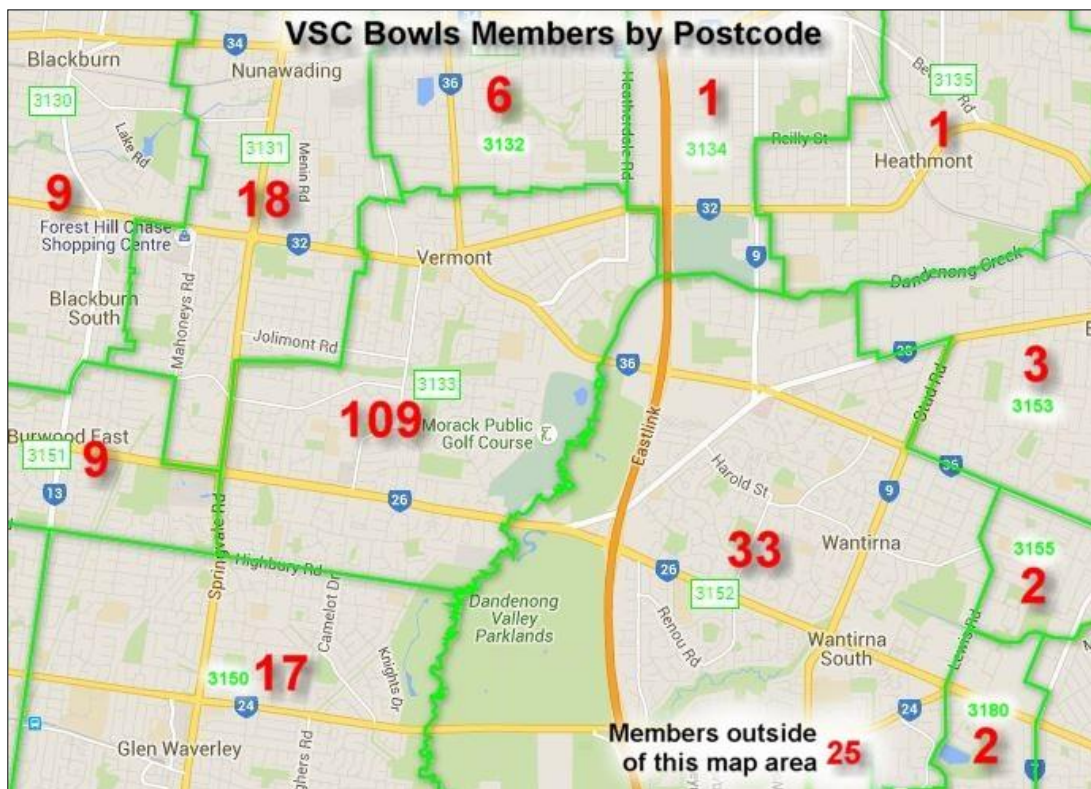
An examination of the membership “service” profile as at 30 June 2015 reflects;

YEARS WITH CLUB	Male	Female	TOTAL
16+	41	13	54
11-15	15	10	25
6-10	40	28	68
4-5	28	16	44
Under 4	40	25	65
TOTAL	164	92	256



A post code summary analysis of where our Bowls Club members reside is as follows;

- Vermont South, Forest Hill 57%
 - Wantirna , Knox 19%
 - East Burwood, Glen Waverley 11%
 - Blackburn & South, North 4%
 - Elsewhere 11%
- Total 100%



The following table indicates membership trends over the past 5 years. Although this shows a positive outcome it also indicates concern if we falter in our annual drive for new members.

As at June 30 →	2011	2012	2013	2014	2015
No. of Members	-5 245	+7 252	-9 243	+19 262	-6 256
Retired, Resigned etc.	15	30	11	28	29
Veterans	19	21	18	29	32
Non-Playing	6	7	5	7	16

Some general factual data;

- We now have over 30 members in the “veteran” category. This number was always going to grow and, as such, we are now approaching the position in many other Clubs.
- From a positive standpoint we currently have 109 members who have been members for 5 years or less. This is a wonderful opportunity to obtain committed people in the many & varied roles required to run this Club properly. Some are currently assisting in several operational capacities but it is leadership roles that we need to fill.
- We are experiencing a steady increase in the number of our members who are retiring from bowls due to age and/or illness. This was going to occur after the first 15 years or so. However, as we did not experience any of this until the past few years it has meant that the previous 15-20 new members each year steadily increased the overall numbers. Not so now, with us needing to acquire 15 plus just to remain the same!
- We are no longer a small Bowls Club having reached a level of maturity as an organization & in bowls performances.
- We currently serve 250 playing members with differing aspirations and needs. In addition the Club now has some 20 non playing members. This category understandably, will also slowly increase in number over time and we must encourage these past members to join us socially at the Club from time to time. .
- Within the total membership we have up to 170 individuals who play & enjoy competitive Mid week and Saturday bowls each week. The majority of the remaining 80 members play regular or occasional social bowls.
- With 90 plus female members we have a much larger number and ratio of female to male than most Clubs. This is a key issue and real benefit for the Club. We must continue to both attract and provide ladies with increased involvement and opportunity.
- Very importantly, a large number of Club members obtain great pleasure from the excellent range of social activities organized by our active Social Committee.

As at **December 2015** we have **235 members**. A concern is the fact that the Club has had “zero” new members in the last 7 months despite the October 2015 open days. Even with the aggressive planned approach in March 2016 it unlikely that membership will reach 250 by June.

The Club will actively drive and closely monitor Membership numbers. We will strive to achieve a target of 275 Bowls Section members by June 2017.

The V.S.C's Mission Statement should be visual and more widely known.

The Club has had a formal Mission Statement (Appendix 2) for 15 years. It is not widely known and tends to be hidden in Annual Reports and the Club handbook. Both the VSC and Bowls Committees of Management have periodically reviewed the content and precise wording of the document and decided not to alter it. The Bowls Committee did this as recent as 2013.

We pride ourselves as being a values driven organization and these "values" should form an integral part of every decision that the Club makes. Accordingly, members and even our guests should be very aware of their existence.

To enable this to occur, in conjunction with the VSC, a large 600 mm x 400 mm framed copy of the Mission Statement will be placed in full view at the entrances of both the lower and upper clubhouses.

Member affordability in playing bowls at Vermont South

In order to ensure that the Club's cost structure is not out of line with other Eastern & South Eastern based Clubs discussions were held on a confidential basis (covering member related financial topics) with several all weather green & also 3 predominately grass green Clubs.

The findings are;

- Annual adult membership fees varied from \$180 to \$225 against ours of \$198
- Most Clubs offer either free or half fees for 1st year. We have a pro rata basis for those joining after the start of a year.
- Fees for other categories (e.g. non player, students etc) are similar to ours.
- With only one exception "base" green fees are all \$7
- Clubs who have poker machines are the only Clubs who have lesser green & membership fees.
- Similarly, to our Winter Monday pairs event most Clubs charge a higher entry fee (\$8 or \$10 each person) for social type bowls days with increased prize allocations
- One Club charges an upfront "pennant fee" of \$145 for all pennant players. All other Clubs charge the "base" green fee of \$7 for both home & away pennant games.
- Like us all Clubs have part-time cleaning contractors with members performing basic clean up after each event.

Having regard to the Club's current financial strength and the fact that the cost of Tennis membership at our Club is on the high side, serious consideration will be given to holding annual Club membership fees (excluding affiliation fees) for 2016/17 at the current rate and maintaining "base" green & pennant fees at \$7 until at least 2018/19.

Marketing and Public Relations

Despite the Bowls Club being in existence for 20 years we have a real lack of identity within the local area and community generally. One reason for this is the current limitations in regard to street advertising. The challenge will become greater with the changing demographics that will continue within the immediate and also far reaching areas of influence.

A “whole of Club” marketing Action Plan developed in 2011 which outlined several initiatives needs re-visiting with some of the recommendations implemented. The traditional method of introducing friends & neighbours and regular large letter box promotion will always be a prime source of acquiring new members. We do however, need to find a way of ensuring leaflet drops reach their target areas & are not lost in/with mega publications etc.

In today’s market we need to be much more focused with segmentation to a range of specific groups e.g. local sporting clubs & community and ethnic groups. Whilst the V.S.C. is responsible for promotion of “whole of Club’ aspects, there is an urgent need for a separate marketing and promotional plan be developed with a ‘bowls”only focus.

An increased level of budgetary dollars must be provided in support of a range of initiatives that need to be formulated. It is also no accident that that on the 2 or 3 occasions in the past 10 years when the V.S.C. has devoted increased effort on membership and identity promotions that we have had considerably better results than when limited effort has been expended.

The real importance of membership growth and retention can be demonstrated by the value of new faces and fresh involvement that we are currently experiencing. Furthermore, probably the most telling one is the positive longer term financial result and/or impact.

For the sake of the discussion let’s assume an average member provides \$750 in total income to the Club each year. Many would provide much more and some much less. Therefore, if we were to have a net loss of 30 members over the next 4 years then the financial impact would result in a decline of in excess of \$25,000 in surplus funds each & every year thereafter!

So, to highlight the value and raise the importance of membership, marketing and promotional aspects, a new role of Club Promotions Officer will be established. The role is to have a specific job description, a plan with measurable regular reporting outcomes.

Ideally the incumbent needs to possess a sales and/or marketing background or have these requisite skills. In the normal course of events the role should be part of the V.S.C structure. However, in view of the need to initially target “bowls sectional” identity & promotional aspects, the Bowls Section needs to have direct involvement in establishment of the role in conjunction with the V.S.C.

All weather bowling green surfaces versus grass greens.

The question of whether the Club will ever have a grass green regularly is raised in discussion with members. This is a complex issue and the Club has, over the years regularly examined the options and costing of same. We will continue to do so particularly as the West green will require replacing in 3-5 years time.

One of the key reasons that the K.C.L. Pro Shot East green surface was selected was to try to obtain a quality finished surface that would be more like tifdwarf than other synthetic options. Feedback and results would suggest this has been achieved.

As part of this review we obtained indicative example costs from four suppliers with different nine separate construction options for a synthetic green. This was sourced thanks to a member of the greens committee. In summary this indicates that total replacement costs covering the options would range from \$140,000 to \$206,000.

By comparison if the Club was to install a grass green replacement of the West green start up costs would be in excess of \$40,000 with careful removal of the existing sand & base which currently involves previous chemical insertions etc.

Minimum annual green keeper costs of \$30,000 and \$10,000 for seeding and chemicals would apply in addition to start up cost of \$20,000 for additional machinery. Grass greens are normally closed for up to 8 weeks each year and closed for maintenance one day each week. Loss of green fee revenue during these periods would be several thousand dollars together with a loss in momentum around the Club.

The Club needs to regularly review the various options, including full life cycle cost/benefit analysis in order to arrive at the best possible outcome of any future green replacement.

Pennant performance, internal competition & social bowls programs

Saturday and Midweek Pennant

Historically Midweek and Saturday pennant team performances have been very credible at all levels. Currently, the Club fields two Division 1 sides Midweek and two Division 2 sides on Saturday. This is a significant achievement with these teams being very competitive this season. Whilst this seasons overall results can be classed as satisfactory there are emerging trends that give rise for increased attention and action. The loss of some higher level players (for a variety of reasons) over the past two or three seasons has also had an effect.

Our 3 year objective is to field six successful Saturday Pennant teams in Divisions 1, 2, 3, 4, 5 & 6. For Midweek Pennant our objective is to field 6 or 7 sides in Division 1 (2 sides) followed by Divisions 2, 3 & 4 (multiple sides). These objectives for Saturday and Midweek are a minimum achievement.

Our Club wants to offer Women Only Pennant bowls but this is in jeopardy because Bowls Victoria and other clubs have allowed Women Only competitions to fall into a state of severe disrepair. We will continue to monitor the situation and will endeavour to provide this option to female members.

Until recent years the Club had a pronounced home ground advantage with the East very fast synthetic green. This situation has changed with most bowls clubs now having replaced their slow bent grass greens with faster tiffdwarf greens. In addition many Clubs have also installed one or more synthetic greens. The result being that opposition players are no longer daunted by fast greens and they adapt very quickly to the new Pro Shot East green.

Within our district all weather synthetic greens equate to more than 50% of all greens. Whilst the installation of the Pro Shot green has been very successful the Club still struggles to win away from home particularly on grass greens. Some additional factors;

- How well prepared is the Club if a Saturday Division 2 side was to win promotion to Division 1 in the next 2 years? This almost occurred in 2014-15 season and could happen this season!
- What would be the impact if both Division 2 Saturday sides were to be relegated to Division 3 in the next 3 years? Won't happen; well it just could! This has occurred at other Clubs with a devastating longer term effect.
- Similarly, the two Division 1 Tuesday teams are finding increased competition each season. The second side now having been relegated this season. This increased level of competition will continue.
- Some middle of the range divisional teams have experienced increased difficulty in maintaining current sectional status.
- The 3rd and 4th Saturday sides were both relegated to Division 4 & 5 respectively at the end of last season. Although competitive throughout the year they finished outside of the final four this year. A key reason for this situation is a combination of the loss of players from or to the higher sections, the ageing factor and lack of immediate replacements at or around this level.
- We have a core group of players who desire to play competitive bowls at the highest possible level. There is a need to ensure this opportunity exists at our Club and to rapidly increase these players' skills to further develop them in their chosen sport.

Feedback from several areas within the Club indicates that there is a need to implement a formalised and structured training program under the control of a Head person e.g. a Training Coordinator.

Whilst this should be made available to all members there needs to be a real expectation that the top 2 or 3 sides definitely partake in these exercises. What content and precisely what this should be needs to be carefully worked through with several parties prior to implementation.

Non Pennant internal programs

These events and programs are under the control and overview of the Tournament Committee. Essentially the broad structure and format of the winter and summer programs has not changed since early days of the Club.

Whilst the Committee has introduced several improved initiatives over recent times both winter and summer programs require immediate examination to make sure we are not running too many programs. We seem to provide far greater options than most Clubs.

Whilst this could be seen as positive, many programs may not be meeting today's wants & needs and they take valuable resource time to run and administer. A pragmatic assessment of the real value of each event needs to be undertaken this will be undertaken forthwith. Some initial observations.

- Sunday social days over summer used to be a highlight of the Club's calendar. We have had cancellations again this year. Evidence suggests that several other Clubs are finding it hard to achieve good numbers and some no longer offer it. The format of this day being "club selected" has been very good over the years but is it the desired or right format today?
- Given the size of our Club, the volume of partners who may wish to play with one another or their friends & the opportunity for visitors to enjoy our Club it is suggested that it may be time to revamp this day. Allowing single entries obviously would be still appropriate. Sunday Winter events are probably not worth running with greater emphasis to be given to the Saturday social bowls as it received solid support in 2015.
- The success of Monday winter pairs has resulted in some members being unable to obtain a game. Also, the excellent rise in standard has resulted in some lesser skilled bowlers deciding not to play. With the Tuesday triples program being light on in numbers why not introduce a 2nd pairs event thereby increasing the opportunities to play and also obtain additional experience.
- A key to each individual day or the events real success is when an individual or group of individuals "own the task" and work it hard. When the event has no committed leader it is left to others to appeal for players. There is a message in all this!
- Club championship events have been promoted well over the past few years however, they predominately run during peak times of the bowls season. Is there scope to spread the timing of some of these events?
- The annual Gala day and Pro Shot tournament are highlights for our Club and must remain part of the program. Again, the success of such days involves strong leadership and detailed attention by individuals to ensure optimum results.

Coaching at our Club

Following the retirements of several long term coaches during the last three years, we replenished and now have a dedicated and enthusiastic group of internal coaches in place. Their main focus is bringing new bowlers up to a level whereby they can play and enjoy a game of bowls. They also run the well-supported Monday skills session which is available to all members. Some social bowlers are incorrectly of the view that this session only applies to pennant players!

Within the coaching group additional work has been undertaken in regard to training members in measuring and also umpiring. This has assisted in increasing the number of members able to formally perform these functions.

Our coaches have not had the exposure to elite level competition or higher level coaching development. In addition, other than them individually sourcing material and/or discussing subject matter with more experienced external coaches there is no additional formal external training available beyond the initial "Club Coach" level course.

In summary we must accept that at this stage our Club Coaches are not experienced players of intense elite level bowls, so really do not have the necessary knowledge to coach for higher level pennant competition success. Equally, team strategies, player attitude, motivation and mental preparation are also important components in improving both individual player and team results.

The review has highlighted a need for the coaching group or at least several individuals to be given the opportunity to broaden their knowledge and capabilities. This will then enable initiation of more targeted skills and techniques to be introduced within all areas of the Club. The Club will source the part time service of an advanced Coach to perform a short program of "Train the trainer" with our coaches.

The one off hiring of Rob Wilson two years ago is seen as extremely beneficial and this type of training should form part of a final skills improvement model.

There have been indications that suggest that we currently have enough skills and knowledge within the Club to put in place and undertake a regular higher level skills improvement and practice regime or program. However, this is not considered to be the best solution.

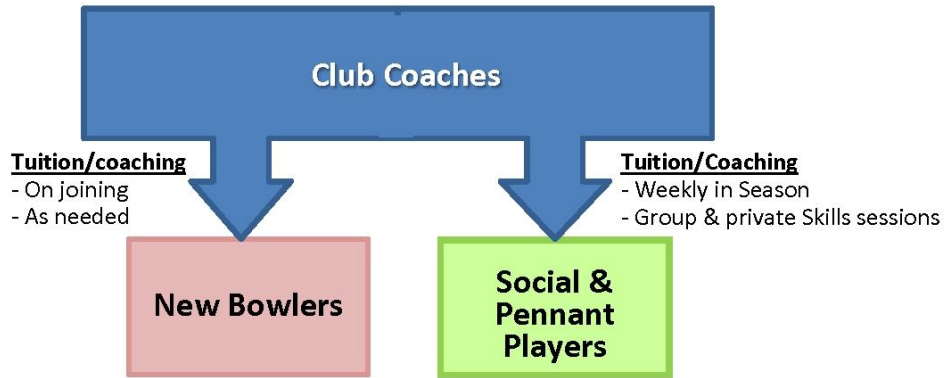
The issue of the Club hiring a paid Coach has been raised by some sectional areas of the Club from time to time. This has been seriously considered as part of the current review. The annual cost of such a move would be in the order of \$5,000 - \$10,000. There are considerable pros and cons in a vibrant volunteer Club such as ours taking this significant step. At this stage of the Club's development and progress it is not considered that the Club is at a point where we can justify such a decision.

Notwithstanding this decision if increased member commitment to the proposed training regime and subsequent improved pennant results (particularly at the higher ends) are forthcoming then this decision will be re-assessed.

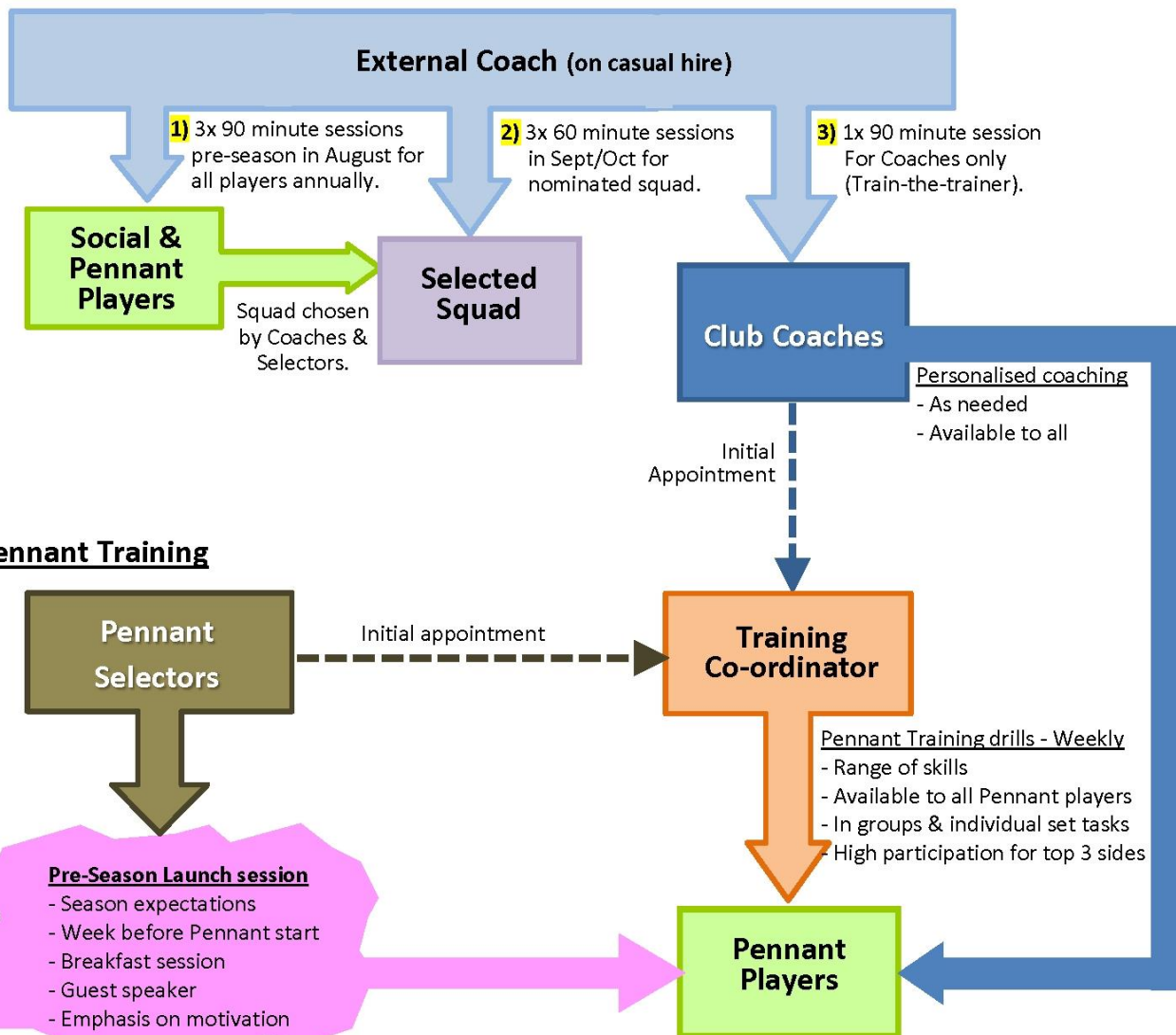
Clearly, the internal demand to more rapidly increase player and team performance outcomes by implementing a structured training & practice regime is high. To bridge the current gaps in what we currently do, we need to fast track improvements by working through and implementing a staged approach to this issue. Refer to the chart on the following page.

SKILLS DEVELOPMENT MODEL – Next 3 years

Standard (Current process to continue forward)



Advanced



NOTES:

1. When we do not have the required skills internally we hire the right person at a cost. This approach is the same for any other service or product.
2. We need to move away from the "one size fits all" approach.

APPENDIX 1

2015 V.S.B.C. S.W.O.T Analysis

Strengths

- Friendly, welcoming & engaging culture
- Large base of active members & volunteers
- Have a total of 8, (96 players on Tuesday) & 6 (again 96 players on Saturday) teams competing in a wide range of divisional pennant levels.
- Strong focus on social activities for members & their partners
- Wide range of organised social bowls in place all year round.
- Good range of member & non member revenue streams
- Sound management practices with emphasis on prudent financial outcomes
- Modern clubhouse, well maintained greens, surrounds and gardens

Weaknesses

- Although only 20 years old we are now experiencing ageing membership with a growing numbers of inactive members
- Lack of external signage & a real identity within the local community
- Limited succession planning in key operational & leadership roles
- Internal coaches whilst very active have limited additional training within this recently accredited group
- Being a non grass green Club we have an inability to attract and, in some instances, retain higher level skilled bowlers.
- Currently have an inability to quickly develop bowlers to reach high performance levels
- Pennant practice regime lacks purpose, leadership and supervision
- Currently higher level pennant players are almost all exclusively “home grown”

Opportunities

- Introduce a more focused & targeted marketing and public relations program
- Further increase focus on pennant success to improve & maintain competitiveness if & when promotion beyond current divisional levels occurs
- Constantly improve & broaden the available suite of skills development programs to members and coaches
- Further develop & expand Corporate bowls & non member bowls activities
- Review and maximise social bowls events for both members & visiting players
- Ensure the successful annual mid week gala day & weekend tournament both continue as permanent fixtures
- Improve awareness, links & personal connections with local sporting clubs, community units & businesses
- Actively develop an approach and introduce initiatives to capitalise on the current and future changing demographics within our area of influence

Threats

- Increased complacency & inability of both management and members to embrace change programs
- Adverse impact of relegation of pennant teams within the middle & upper sections of both Tuesday & Saturday bowls over the next 3 years
- No increased attention and focus on ultimate pennant success.
- Further increases in the level of member attrition & failure to recruit 15- 20 new members each and every year
- A general decline in the number of active volunteers particularly across and within key elements of the Club

APPENDIX 2

MISSION STATEMENT

VISION

The Vermont South Club seeks to occupy a position as the most recognisable and respected sporting club in the district.

MISSION

The Vermont South Club serves the community through the provision of healthy and competitive sporting activities and provides, for its members, excellent sporting facilities within a warm and friendly atmosphere.

We adhere to a fundamental belief that a healthy lifestyle and positive community spirit is enhanced by the provision of social and competitive sport for people of all ages and abilities at an affordable price.

VALUES

We will turn our vision into reality by:

- Focusing on participation rather than winning at all costs
- Fostering a sense of fair play and sportsmanship
- Embracing equality of opportunity
- Being financially prudent & delivering value for money
- Seeking continuous improvement
- Conducting our activities with integrity
- Planning for the future: being open to the challenge of new ideas
- Working constructively with our sporting partners
- Acknowledging people who succeed & contribute to the Club
- Building links to our community