



PAST, PRESENT AND FUTURE

CONTINUING TO THRIVE THROUGH 2025

Goal 2 – To operate a profitable, compliant and customer focussed bar.

This goal will be achieved by:

1. Ensuring compliance with Liquor Control Act 1988
2. Ensuring effective staff rosters are maintained
3. Upgrading point-of-sale system and its interfaces with CRM and finance systems by 2020 to reflect the needs of the Club and latest technologies
4. Ensuring that refrigeration levels are maintained, beer lines regularly cleaned and replace obsolete or damaged equipment and goods
5. Adhering to high standards for safety and occupational health, hygiene, and cleanliness
6. Increasing the number of bar volunteers by 2020.



Sorrento receives Bowls WA's Metropolitan Club of the Year award

SPORTING PERFORMANCE

Our Club's principal purpose is to play lawn bowls but it also supports associated sports like croquet and darts. While our sports reflect the sociable aspect of our games, success at higher levels of competition is important for Club reputation; increased participation; and individual and team achievement.

Goal - To increase playing membership and achieve optimum player performance while ensuring that opportunities are available to play sport at all levels.

This goal will be achieved by:

1. Reviewing the Club's "Roadmap to Success" bowls strategy and incorporating it within an overarching and integrated bowls performance strategy
2. Encouraging committee members to update skills and knowledge through targeted training
3. Promoting synergy and cohesion between committees and committee volunteers
4. Annually reviewing sporting performance and initiating improvement strategies
5. Integrating "Gotta love the Bowlo" marketing campaign with Club activities
6. Developing bowls events that focus on the April to June period
7. Targeting new experienced bowlers to join the Club
8. Engaging affiliated sporting clubs in bowls events
9. Expanding coaching and provide players with a better understanding the game through professional coaching and off-green education

10. Promoting community bowls and market pennant competition to these participants.
11. Identifying Community bowlers that show potential, offering coaching and mentoring.
12. Offering a wider range of bowling membership options to new bowlers who elect, initially, not to play pennants
13. Continuing to encourage younger people to join the Club through social media campaigns

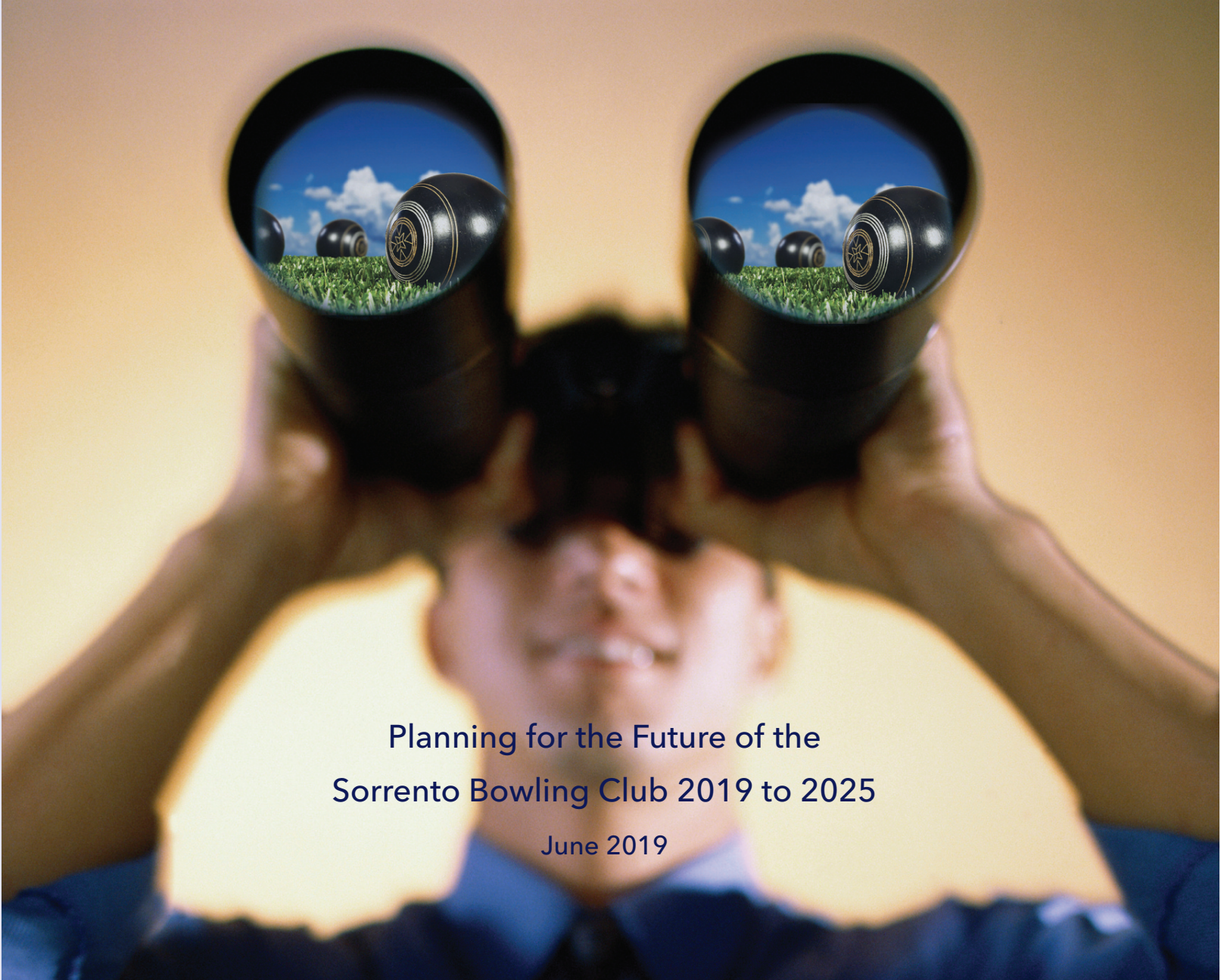
GREENS AND GROUNDS

High quality and sustainable bowling greens and croquet courts are crucial for the Club's ongoing viability and success. Quality and well-maintained gardens and surrounds reflect the Club's pride.

Goal - To be recognised as providing the best quality grass greens and attractive surrounds.

This goal will be achieved by:

1. Maintaining a sound working relationship with greenkeeper and contractors
2. Undertaking regular assessments of the standard of the bowling greens and croquet courts
3. Maintaining or replacing greens equipment as part of the Capital Investment Plan
4. Encouraging and engaging an active and involved volunteer group to maintain grounds and gardens and assist the greenkeeper
5. Upgrading and replacing outdoor furniture by 2020
6. Securing high-level State events



Planning for the Future of the Sorrento Bowling Club 2019 to 2025

June 2019




Engaging your local community

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Engaging your local community

OUR MANDATE "The Government of Western Australia is committed to supporting the development of a sustainable and diverse sport and recreation system that encourages participation, develops talent and contributes to the health and wellbeing of individuals and groups in our state". Nationally, Sport 2030 seeks to "have a diverse and inclusive sport and physical activity sector that supports more Australians to be more active more often, creating a stronger and healthier Australia where as many people as possible see and feel the benefits of sport and physical activity through every stage of their lives."

OUR VISION

This remains unchanged and is still to be recognised as the “best” bowling club in Western Australia.

OUR MISSION

To meet the needs of the community to play sport, principally lawn bowls, and in so doing provide a friendly environment and facilities that Club members and the community enjoy.

The Sorrento Bowling Club is a non-for-profit incorporated association founded in 1976. The Club operates under the Associations Incorporations Act 2015 and holds a Club License under the Liquor Control Act 1988.



BACKGROUND AND ENVIRONMENT

The Sorrento Bowling Club not only responds to government priorities by fielding more bowls teams than any club in the State but does so much more. Sorrento is a highly successful community club, where sport represents a vehicle rather than its sole purpose. The Club provides social engagement with a community focus for the residents of Joondalup and its surrounds.

Sorrento’s outstanding performance over past years has been recognised with the Club being awarded Clubs WA’s Medium Club of the Year award in 2013, 2016, 2017 and 2018 and inducted into its Hall of Fame in 2019. Sorrento was also awarded Bowls WA’s Metropolitan Bowling Club of the Year in 2011/12, 2015/16, 2017/18 and 2018/19.

Sorrento commenced its strategic planning in 2007 with the publication of 2020 Vision – Planning for the Future of the Sorrento Bowling Club. A second major strategic plan titled Continuing to Thrive Through 2025 was developed in 2015. This Plan has been regularly reviewed and this document reflects a further review conducted over 2018-19. This Plan takes cognisance of data and information from the following:

- Bowls Unleashed – Bowls in Australia 2017-2022 (Bowls Australia)
- Bowls in Western Australia Strategic Plan “Building Our Future 2017-2022” (Bowls WA)
- Joondalup 2022 – Strategic Community Plan (City of Joondalup)
- Strategic Directions 6 (Department of Local Government, Sports and Cultural Industries)
- Sport 2030 (Australian Government Strategic Plan)

Progressively the Club is achieving the goals set in the December 2017 review of the 2025 Plan, including growing membership to over 800; achieving the highest bowls performance by achieving premier division in women’s Saturday pennant’s and men’s Thursday and Saturday pennants; developing new strategies and policies including a Communications and Marketing strategy; implementing a new website and social media platforms; and completing capital investment projects including the eastern and western extensions and technology upgrades.



Sorrento’s main catchment areas are the South, South-West and South-East Wards of the City of Joondalup with a combined adult population of 46,000 and the City of Stirling Wards of Carine and Hamersley with an adult population of 9,000. Almost half of Sorrento’s members reside in the suburbs of Duncraig, Sorrento and Hillarys. One third of the residents in these suburbs are aged between 40 and 60.

Club membership in 2019 was just over 800, comprising 520 members who play bowls, darts and croquet and the remainder being social members. Sixty-four percent of members are male and 36% female. The Club’s age demographic poses a challenge for the future with the average age of male and female bowlers being 68 and 73 respectively and social members 58 and 68 respectively.

Another ongoing challenge for Sorrento is the inadequacy of its clubhouse. An extension to the original small 1976 clubhouse was built in 1983. Two further small extensions were built in 1991 and 2019. These extensions have not kept pace with Sorrento’s growing membership and the clubhouse lacks functionality and insufficient space and ablutions. A masterplan for the Percy Doyle Reserve was undertaken by the City of Joondalup in 2010 but scrapped in 2015 because of funding and cost issues. A further masterplan proposal was announced in 2019 but with a 15-year timeframe before development can be expected, if indeed the masterplan proceeds to fruition.

A development hiatus over such a lengthy period will adversely impact Sorrento’s future growth and prosperity.

OUR VALUES AND PRIORITIES

- **Human values** – inclusive, caring, understanding, empathic and respectful, morally proud
- **Corporate values** – agility, enthusiasm, innovation, ambition, responsibility and enterprise
- **Group values** – integrity, trust, honesty and fairness

OUR PRIORITIES ARE TO:

- Effectively lead and manage a successful and vibrant bowling club
- Exercise strong, transparent and accountable governance, with effective communication
- Prudently manage resources and maintain a strong financial position
- Effectively grow and manage membership
- Maintain our friendly, cohesive, inclusive and integrated club environment
- Realise the sporting potential of players and teams
- Provide professional greens and well-maintained surrounds
- Maintain our pleasant, functional and vibrant clubhouse.

KEY PERFORMANCE AREAS

The six key Performance Areas established through the Club’s initial 2007 strategic planning process have been reviewed and remain relevant. These are:

- Good Governance and Financial Viability
- Membership and Marketing
- Club Environment
- Bar Operations and Club Usage
- Sporting Performance
- Greens and Grounds

GOOD GOVERNANCE AND FINANCIAL VIABILITY

Good governance is central to the Club’s success. Adhering to sound business principles and practices and ensuring compliance with related legislation and regulation is mandatory; as is maintaining a strong financial position, with adequate cash flows, sound budgets and provisions for future costs and investments.

Goal 1 - To be recognised by key stakeholders as a valuable community asset and a well-run and managed club that invests in its future.

This goal will be achieved by:

1. Annually reviewing the Club’s Constitution and By-Laws, its governance structure and operations to ensure that these continue to meet the needs of members and the successful performance of the Club
2. Maintaining a strong relationship with key stakeholders including the City of Joondalup, Bowls WA, Clubs WA, Bowls Australia and elected Ward Counsellors and members of Parliament
3. Regularly reviewing the Club’s Volunteer Management Plan, ensuring effective succession and mentoring strategies and regular targeted training and development for staff and volunteers
4. Regularly reviewing the Club’s Risk Register, management policies, processes and operations
5. Conducting regular audits of compliance with relevant legislation and regulation

Goal 2 - To ensure the Club’s financial viability and continued growth.

This goal will be achieved by:

1. Ensuring active participation in the ongoing, long-term development of the Percy Doyle Reserve Master Plan to maximize its benefit for Sorrento members
2. By 2020, developing a ten-year Infrastructure Master Plan and project proposals to maximize usage and growth potential of available space within the leased area, including the viability of synthetic greens

3. Increasing annual income to \$1.5 million by 2025 through membership growth and increased usage of Club facilities
4. Closely monitoring the Club’s finances and financial position, maintaining adequate cashflows and operating surpluses
5. Annually reviewing and updating the Club’s Infrastructure Master Plan and Capital Investment Plan to ensure the infrastructure needs of the Club are met
6. Increasing grant and sponsorship revenues
7. Liaising closely with financial auditors to ensure best practice is being achieved

MEMBERSHIP AND MARKETING

Growing participation in Club activities, particularly lawn bowls and associated sports and increasing membership through effective research, marketing and promotion is essential for the ongoing viability and growth of the Club. Developing and delivering products and services that are attractive and appropriate for our membership and potential membership base will support growth in membership.

Goal - To increase membership to 850, targeting the 40-60-year-old cohort.

This goal will be achieved by:

1. Researching demographical and other data to inform marketing strategies
2. Regularly reviewing the Club’s website content and expanding our website and social media presence
3. Regularly reviewing the Club’s Marketing and Communications Strategy and enabling policies
4. Reviewing the existing membership, point of sale and technology platforms and software packages
5. Implementing membership recruitment strategies that target the 40-60 age cohort and encouraging other sporting club affiliations; interfacing with the Bowls WA “Got to love the bowlo” campaign; and through marketing, website and social media promotions
6. Increasing casual and social membership participation by offering more varied, flexible and targeted bowls, croquet, darts and social events

CLUB ENVIRONMENT

A vibrant environment ensures an enjoyable and positive experience by our members and their guests; one that is happy, entertaining and safe, inclusive and fulfilling. Maintaining effective communication channels and a strong volunteer base are important.

Goal - To establish a Club environment that is vibrant, enjoyable and attractive to members, guests and prospective members.

This goal will be achieved by:

1. Maintaining a strong volunteer ethos, increasing our base of regular volunteers from 120 to 150 by 2025
2. Maintaining the Club’s Marketing and Communications strategy
3. Through an event coordinator, increasing the number of events held, including non-member events and Club patronage
4. By 2020, operating a “buddy system” to help new members feel comfortable and familiar with the Club
5. Maintaining the Club’s website and social media platforms
6. Replacing obsolete furniture and modernising the appearance of the clubhouse by 2020
7. Maximizing the potential of outdoor areas, including the construction of an extension to the eastern veranda with a northern entrance and improving access and presentation by 2020.

BAR OPERATIONS AND CLUB USAGE

A well-managed bar and clubhouse encourages increased patronage, resulting in greater prosperity and Club atmosphere.

Goal 1 – To create an exciting and attractive atmosphere to encourage patronage of the Club.

This goal will be achieved by:

1. Increasing the number of social events held and maximizing the use of outdoor facilities
2. Maintaining a vibrant atmosphere within the Club, providing a variety of entertainment
3. Promoting Club events through the website and social media
4. Expanding the availability and variety of food available