

STRATEGIC PLAN

2021 - 2026

BACKGROUND -

The Devonport Country Club was formed in late 2019 and brought together three of the local sporting clubs, namely, the Devonport Bowls & Croquet Club, the Devonport Golf Club and the Spreyton Bowls Club. All former Clubs being housed within a multi-million dollar redeveloped Devonport Golf Club located in Spreyton.

The redevelopment has enabled this new facility to possess:

- An eight rink indoor bowling centre;
- Three grass bowling greens;
- One croquet court; and
- An updated 18-hole golf course.

With the merger of three sports clubs and a combined total of over 1,000 club members, it provides for an exciting future for these sports within the Devonport region. Along with the new sporting facilities, the redevelopment has a new clubhouse built over two levels which includes a club bar, Bistro and Function Centre.

The Bowls Section presently has over 160 active Pennant bowlers and has the following number of teams competing in the Bowls North West Pennant competitions - 5 (Saturday Open Gender), 4 (Thursday Ladies) and 2 (Men's Wednesday). Each Pennant game during the summer brings bowlers from other North West Coast Clubs to our greens and into the Devonport community. Bowls Carnivals are also conducted during the summer season, with social and corporate bowls catered for as well.

The availability of an eight rink Indoor Centre allows members to bowl all year round. Furthermore, regular day and night competitions are conducted throughout the winter (April – October) catering for all bowlers on the North West Coast.

We are actively trying to increase participation in the sport of lawn bowls and promote the Bowls Section as a pleasant environment to play the game, as well as an excellent venue to meet fellow Devonport and Coastal citizens through community activities.

BOWLS SECTION -

In late November 2020 it was decided that the time was right for a strategic planning phase to be undertaken. This phase was embarked on for the setting of future directions and objectives for all members to strive to achieve during the next 5 years.

The Bowls Section Committee considers that this Strategic Plan sets the key objectives for the Section as we consolidate our position within the bowling fraternity and confidently move ahead within the Devonport Country Club business environment. The Plan was endorsed by members at our Annual General Meeting held on 16 May 2021.

The Plan outlines our current position and details the steps it will undertake in both the short and long term to ensure its continued viability and development into the future. It will be a “living” document which will not only provide a clear direction for our future but also guidance in the day to day decision making within this new complex and a baseline for evaluating progress and changing approaches as we move forward.

SWOT ANALYSIS -

A SWOT Analysis has been conducted which identified the current strengths, weaknesses, opportunities and threats for the Bowls Section:

BOWLS SECTION -

STRENGTHS -

- MODERN FACILITIES – BEST IN TASMANIA
- THREE QUALITY GRASS BOWLING GREENS & AN INDOOR CENTRE
- BOWL ALL YEAR ROUND
- PRIME LOCATION WITHIN THE COMMUNITY
- PENNANT TEAMS FOR ALL LEVELS OF BOWLERS
- NUMBER OF MEMBERS
- STRONG IDENTITY WITHIN THE COMMUNITY
- FRIENDLY ATMOSPHERE

BOWLS SECTION -

WEAKNESSES -

- INABILITY TO ATTRACT ELITE BOWLERS
- COMPLEX - NOT BOWLER FRIENDLY
- NO SCHOOLS PROGRAM TO ATTRACT MORE YOUNG MEMBERS
- INADEQUATE FACILITIES FOR BOWLERS
- NO INTEGRATION OF SPORTS
- LACK OF VOLUNTEERS
- BUSINESS V'S BOWLS SECTION ACTIVITIES
- LACK OF SOCIALISING FROM OTHER SPORTS
- COMMUNICATION BETWEEN BOWLS SECTION & CLUB
- POOR CO-ORDINATION ON CLUB WEBSITE
- LOST THE FEELING & SOCIAL SIDE OF BEING IN A BOWLS CLUB
- EVEN ATTITUDES HAVE CHANGED, THE MEN BOWLERS SEEM TO THINK THEY HAVE PRIORITY OVER THE WOMEN

BOWLS SECTION -

- **BOWLING MEMBERS APPROACH TO TRAINING/PRACTICE IS VERY SLACK**
- **SOME MEMBERS ENCROACHING ON LADIES PRACTICE TIME ON TUESDAYS ESPECIALLY IF ONLY ONE GREEN IS AVAILABLE**
- **NO WATERING OF GREENS ON DAYS OF BOWLS EVENTS**

BOWLS SECTION -

OPPORTUNITIES -

- **CREATE OUR OWN BOWLS SECTION CULTURE & BEHAVIOURS**
- **BECOME “ONE” BOWLING ENTITY**
- **BOWLS COMMITTEE & BOWLING BOARD MEMBERS TO WORK TOGETHER**
- **SUPPORT THE ELECTION OF BOWLING BOARD MEMBERS**
- **IMPROVE ACCESS TO THE CAR PARK**
- **IMPLEMENT A SCHOOLS PARTICIPATION PROGRAM**
- **RECRUIT SOME ELITE BOWLERS**
- **MEMBERS WITHOUT COMPUTERS – COMMUNICATE VIA TEXT OR PHONE**
- **MORE COMMUNICATION BETWEEN BOARD, MANAGEMENT & BOWLS SECTION LEADERS & COMMITTEES**
- **SHADE CLOTH & TIERED SEATING OVER DECK AREA**
- **INTRODUCE ACTIVITIES TO ENTICE MORE BOWLERS & THE INTEGRATION OF GOLF & CROQUET MEMBERS**
- **ENCOURAGE BOWLERS TO VOLUNTEER WITHIN THE COUNTRY CLUB**

BOWLS SECTION -

- BOWLS SECTION COMMITTEE TO BE MORE AGGRESSIVE IN PUTTING FUNDING PROPOSALS TO THE BOARD

BOWLS SECTION -

THREATS -

- NOT RETAINING OUR MEMBERS
- POACHING OF OUR MEMBERS/PLAYERS
- NEGATIVE THINKING OF MEMBERS
- CAR PARK BOWLERS – NOT FINANCIALLY SUPPORTING THE DCC

DEVONPORT COUNTRY CLUB

Strategic Plan 2020-2025

Our Vision:

To make a positive difference for our members and the community.

Our Purpose:

To invest in the promotion and development of the sporting activities of our Club.

Our Values:

- **INTEGRITY** – All directors, management and our employees must be honest in all things and true to the role and duties entrusted upon them. Every member and visitor to the Club must be honest in all things and true to the rules of the facility or the sport.
- **RESPECT** – Behaving respectfully to all others whether or not you agree with their input. Every director, employee, member and visitor to the Club has the right to be treated with respect and courtesy. All Club and personal property shall be treated with due respect. Respect and courtesy are defined in the Club's Code of Conduct.
- **EXCELLENCE** – The Board, management and employees are committed to being “the best that we can be” and strive to perform all duties to the highest standards.
- **FAIR, EQUITABLE & INCLUSIVE** – Ensure that all decisions, policy and practice of the Club are made and enacted with proper regard to the statute law and the legitimate interest of all stakeholders. All decisions, policy and practice of the Club are for the benefit of members as a whole and are not intended to privilege one group over another.

BOWLS SECTION -

- **ACCOUNTABILITY & TRANSPARENCY** – Accepting responsibility for the proper discharge of the role and responsibilities of the Board/Management/Committees and within the delegations as defined by the Constitution and By Laws. Being open, frank and without pretext to all members whilst honouring the legal, commercial or confidentiality constraints that define Board responsibilities.

Our Priorities:

The Board of the Devonport Country Club is committed to ensuring the viability of the Club, both now and into the future. This will be achieved through:

- **COMMUNICATION & ENGAGEMENT** – to successfully communicate our vision, engage our members and stakeholders and to be open to feedback, both positive and negative.
- **BRAND** – to develop and maintain a strong brand and be recognised for our values, service and as a positive community asset.
- **GOVERNANCE** – to provide strong corporate and community leadership, supported by the appropriate governance in our quest to achieve our vision, together with financial stability and growth.
- **MEMBERSHIP** – to focus on creating a harmonious Club environment with a strong emphasis on supporting and growing our membership.
- **FACILITIES** – to provide high quality, well maintained facilities.
- **HIGH PERFORMING TEAM** – developing and supporting a highly skilled committed team to deliver first rate service to members and visitors.

BOWLS SECTION -

- **HEALTH, SAFETY & ENVIRONMENT** – to provide a safe and healthy workplace and minimise our environmental impact.

Whilst it is acknowledged and agreed that the above Vision, Purpose, Values and Priorities are those of the Devonport Country Club, the Bowls Section concurs and supports them as being very applicable for the efficient and effective delivery of the sport of bowls within the Club.

Club and Bowls Section Objectives

The following objectives for the Bowls Section have been compiled utilising the Devonport Country Club Strategic Plan (**DCCSP**) and key issues identified under the heading of “Priorities and Targets” for 2020-25. Many of these Priorities and Targets are very applicable for the future direction of bowls in the organisation and have been included, together with other specific/local objectives (**BSSP**) identified for the improved delivery of bowls administration and continued development within the Section.

Strategic Priority 1: COMMUNICATION & ENGAGEMENT:

DCCSP

- ✓ By the end of 2020, the Club will have implemented a communication strategy.
- ✓ By mid 2021, members will report that they are satisfied with the information they receive.
- ✓ By the end of 2020, management will have developed an organisational chart showing who does what and who is responsible for what.

BSSP

- ✓ To develop and encourage a competitive and sportsmanlike culture within the Bowls Section.
- ✓ To compile, regularly update and communicate Bowls Section Pennant selection, playing and coaching Policies.

BOWLS SECTION -

- ✓ To regularly review and improve Bowls Section internal and external communications.
- ✓ To actively participate and encourage the integration of all sports within the Club.

Strategic Priority 2: BRAND:

DCCSP

- ✓ By the end of 2020, the Club will have a marketing and promotion strategy.
- ✓ By the end of 2020, the issue of signage will be addressed – all roads lead to the Devonport Country Club.
- ✓ Management will develop and update on a quarterly basis a register of businesses from across the North West Coast.

BSSP

- ✓ To ensure the Bowls Section continues to have representation in Bowls North West “A” and “B” Grade Pennant competitions.
- ✓ To maintain and enhance the Bowls Section’s respected standing within the Tasmanian and Coastal bowling fraternity.
- ✓ To promote the Bowls Section as a progressive and sustainable sporting/social facility via the incorporation of both social and corporate bowls activity.

Strategic Priority 3: GOVERNANCE:

DCCSP

- ✓ By the end of 2020, the roles and responsibilities for the Board and all Committees will be developed, circulated and attached to the By-Laws.
- ✓ By the end of 2020, the levels of accountability, decision making and delegations will be defined for each level of governance of the Club.
- ✓ The Board will undergo an evaluation on an annual basis.
- ✓ The Board and the Finance Committee will ensure that the Club is fully compliant.

BOWLS SECTION -

- ✓ The decision making processes used by the Board and Management demonstrate their accountability to members.

BSSP

- ✓ To develop and improve current revenue raising streams for the purchase of equipment for the Bowls Section.
- ✓ To compile up to date Bowls Section Committee job descriptions and operational policies for placement in the Bowls Section Manual.

Strategic Priority 4: MEMBERSHIP:

DCCSP

- ✓ By the end of 2020, the Board and Management will have a plan that promotes the concept of ONE Club (e.g. culture, teamwork, a sense of community).
- ✓ By the end of 2020, all members of the Club will have received a copy of the Club Code of Conduct.
- ✓ 90% of members across all categories report that they are generally satisfied with.
- ✓ Membership will increase by 5% per annum for each year of the Strategic Plan.

BSSP

- ✓ To encourage members to take an active part in the activities of the Bowls Section.
- ✓ To develop a Bowls Section recruitment, player retention and schools involvement program for the maintenance of strong membership growth.

BOWLS SECTION -

Strategic Priority 5: FACILITIES:

DCCSP

- ✓ The Club is future focused – always looking to further develop the facilities.
- ✓ By the end of 2020, a maintenance and equipment replacement schedule for next five years will be developed.
- ✓ By the end of 2020, a five year priority list (Future Fund) of next developments and improvements will be developed and shared with members.
- ✓ Each element of the facility including grounds must be at 80% usage and grow to a point over five years where there is full occupancy.

BSSP

- ✓ To ensure and assist in the maintenance of three first class outdoor grass greens and the Indoor Bowls Centre.
- ✓ To assist in the continued improvement and maintenance of Bowls Section and Club facilities.

Strategic Priority 6: HIGH PERFORMING TEAM:

DCCSP

- ✓ The Board and Management have a clearly articulated employment policy.
- ✓ The Board and Management's focus on building a first class team of employees.

BOWLS SECTION -

- ✓ The Board clearly articulates their expectation to Management – these expectations are also shared, where relevant, with all Committees.

BSSP

- ✓ To seek and encourage suitably skilled members to stand for the Bowls Section Committee to ensure the sustainability and success of the Section into the future.

Strategic Priority 7: HEALTH, SAFETY & ENVIRONMENT:

DCCSP

- ✓ Nil.

(Nothing identified within the DCC Strategic Plan document)

BSSP

- ✓ To assist in the provision of a friendly, safe, social and accommodating environment for all bowlers, visitors and guests to enjoy.

BOWLS SECTION -

ACTION PLANS

COMMUNICATION & ENGAGEMENT

DCC Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
By the end of 2020, the Club will have implemented a communication strategy.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Communication strategy introduced.
By mid 2021, members will report that they are satisfied with the information they receive.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Positive report received.
By the end of 2020, management will have developed an organisational chart showing who does what and who is responsible for what.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Organisational chart developed.

BOWLS SECTION -

Bowls Section Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
To develop and encourage a competitive and sportsmanlike culture within the Bowls Section.	Bowls Section Captains to develop.	Bowls Section Captains & Committee.	2021/22	<i>Ongoing</i>	Culture developed and maintained.
To compile, regularly update and communicate Bowls Section Pennant selection, playing and coaching Policies.	Bowls Section Captains to compile.	Bowls Section Captains & Committee.	2021/22	<i>Ongoing</i>	Policies compiled and updated.
To regularly review and improve Bowls Section internal and external communications.	Bowls Section Committee to review and implement.	Bowls Section Committee & GM.	2021/22	<i>Ongoing</i>	Communications reviewed and improved.
To participate and encourage the integration of all sports within the Club.	Bowls Section Captain to progress via the DCC Captain's Forum.	Bowls Section Captain & DCC Captain's Forum.	2025/26	<i>Ongoing</i>	Integration improved and achieved.

BOWLS SECTION -

BRAND

DCC Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
By the end of 2020, the Club will have a marketing and promotion strategy.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Marketing and promotion strategy produced.
By the end of 2020, the issue of signage will be addressed – all roads lead to the Devonport Country Club.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	All signage requirements completed.
Management will develop and update on a quarterly basis a register of businesses from across the North West Coast.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Register developed.

BOWLS SECTION -

Bowls Section Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
To ensure the Bowls Section continues to have representation in Bowls North West "A" and "B" Grade Pennant competitions.	Bowls Section Captains to ensure.	Bowls Section Captains & Committee.	2025/26	<i>Ongoing</i>	Representation continues.
To maintain and enhance the Bowls Section's respected standing within the Tasmanian and Coastal bowling fraternity.	Bowls Section Captains to monitor.	Bowls Section Captains & Committee.	2025/26	<i>Ongoing</i>	Respected standing continues.
To promote the Bowls Section as a progressive and sustainable sporting/social facility via the incorporation of social and corporate bowls activity.	Bowls Section Captains and Club management to work together.	Bowls Section Captains, Committee & GM.	2025/26	<i>Ongoing</i>	Social and Corporate bowls maintained.

BOWLS SECTION -

GOVERNANCE

DCC Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
By the end of 2020, the roles and responsibilities for the Board and all Committees will be developed, circulated and attached to the By-Laws.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Board & Committee roles and responsibilities attached to By-Laws.
By the end of 2020, the levels of accountability, decision making and delegations will be defined for each level of governance of the Club.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Levels of decision making and delegations defined.
The Board will undergo an evaluation on an annual basis.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Annual evaluation completed.
The Board and the Finance Committee will ensure that the Club is fully compliant.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Full compliancy confirmed.
The decision making processes used by the Board and Management demonstrate their accountability to members.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Accountability confirmed.

BOWLS SECTION -

Bowls Section Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
To develop and improve current revenue raising streams for the purchase of equipment for the Bowls Section.	Bowls Section Captain to work with the DCC Finance Committee.	Bowls Section Captain, Committee & DCC Finance Committee	2025/26	<i>Ongoing</i>	Revenue raising streams developed.
To compile up to date Bowls Section Committee job descriptions and operational policies for placement in the Bowls Section Manual.	Bowls Section Committee to compile.	Bowls Section Committee.	2025/26	<i>Ongoing</i>	Job descriptions and operational policies compiled.

BOWLS SECTION -

MEMBERSHIP

DCC Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
By the end of 2020, the Board and Management will have a plan that promotes the concept of ONE Club (e.g. culture, teamwork, a sense of community).	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Concept of ONE Club developed.
By the end of 2020, all members of the Club will have received a copy of the Club Code of Conduct.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Club Code of Conduct received.
90% of members across all categories report that they are generally satisfied with.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	90% of members report generally satisfied.
Membership will increase by 5% per annum for each year of the Strategic Plan.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	5% membership increase achieved each year.

BOWLS SECTION -

Bowls Section Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
To encourage members to take an active part in the activities of the Bowls Section.	Compile incentives for involvement.	Bowls Section Committee.	2021/22	<i>Ongoing</i>	Increased Member involvement.
To develop a Bowls Section recruitment, player retention and school involvement program for the maintenance of strong membership growth.	Develop a program for the maintenance of membership growth.	Bowls Section Committee.	2021/22	<i>Ongoing</i>	Program developed.

BOWLS SECTION -

FACILITIES

DCC Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
The Club is future focused – always looking to further develop the facilities.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Facilities developed.
By the end of 2020, a maintenance and equipment replacement schedule for next five years will be developed.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Maintenance and equipment replacement schedule developed.
By the end of 2020, a five year priority list (Future Fund) of next developments and improvements will be developed and shared with members.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Future Fund developed.
Each element of the facility including grounds must be at 80% usage and grow to a point over five years where there is full occupancy.	Bowls Section to assist where required with DCC management.	Board & GM	2024/25	<i>Ongoing</i>	Grounds full occupancy achieved.

BOWLS SECTION -

Bowls Section Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
To ensure and assist in the maintenance of three first class outdoor grass greens and the Indoor Bowls Centre.	Appoint a Bowls Section representative each season to liaise with DCC Management and the Greens Superintendent.	Bowls Section Committee.	2025/26	<i>Ongoing</i>	Working relationships confirmed.
To assist in the continued improvement and maintenance of Bowls Section and Club facilities.	Bowls Section to assist where required with DCC management.	Bowls Section Committee & GM.	2025/26	<i>Ongoing</i>	Facilities maintained and improved.

BOWLS SECTION -

HIGH PERFORMING TEAM

DCC Objectives	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
The Board and Management have a clearly articulated employment policy.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Policy confirmed.
The Board and Management's focus on building a first class team of employees.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	First class team confirmed.
The Board clearly articulates their expectation to Management – these expectations are also shared, where relevant, with all Committees.	Bowls Section to assist where required with DCC management.	Board & GM	2020/21	<i>Ongoing</i>	Expectation communicated and shared.

Bowls Section Objective	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
To seek and encourage suitably skilled members to stand for the Bowls Section Committee to ensure the sustainability and success of the Section into the future.	Program for encouraging Committee involvement and volunteering to be compiled.	Bowls Section Committee.	2021/22	<i>Ongoing</i>	Program compiled.

BOWLS SECTION -

HEALTH, SAFETY & ENVIRONMENT

DCC Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
NIL.					

Bowls Section Objective	Actions	Action Officers	Time Frame	Current Status	Performance Indicator
To assist in the provision of a friendly, safe, social and accommodating environment for all bowlers, visitors and guests to enjoy.	Bowls Section to assist where required with DCC management.	Bowls Section Committee.	2025/26	<i>Ongoing</i>	Friendly, safe, social and accommodating environment achieved.