



HAT HEAD BOWLING & RECREATION CLUB  
STRATEGIC PLAN

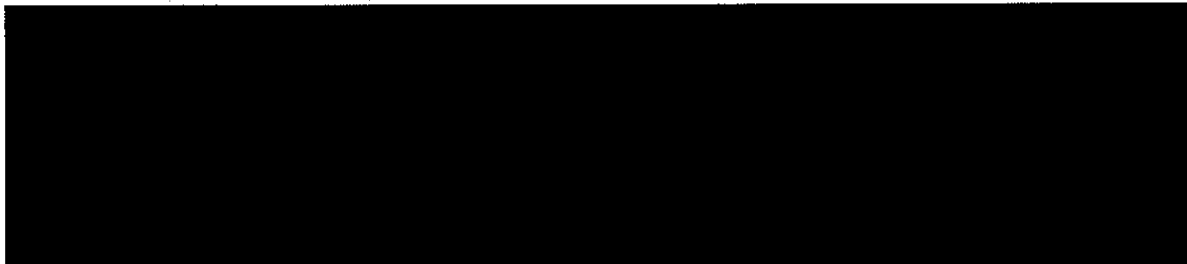
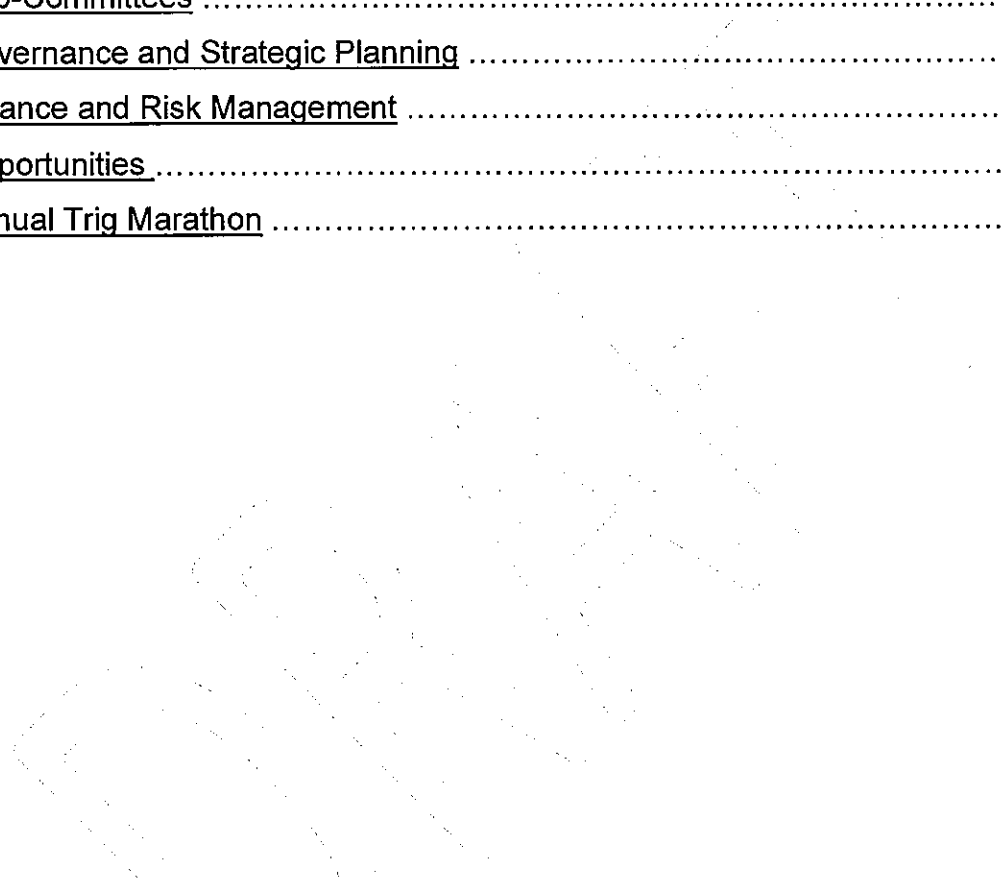
2017 - 2020



Straight Street Hat Head 2440 T (02) 6567 7507 F (02) 6567 7606  
E'hatheadbowlingclub@bigpond.com ABN 67 001 023 409

## Table of Contents

<u>Forward</u> .....	3
<u>Vision, Mission Statement and Values</u> .....	4
<u>Members and Communication</u> .....	5
<u>Safety and Staff</u> .....	6
<u>Social</u> .....	7
<u>Sub-Committees</u> .....	8
<u>Governance and Strategic Planning</u> .....	9
<u>Finance and Risk Management</u> .....	10
<u>Opportunities</u> .....	11
<u>Annual Trig Marathon</u> .....	12



### Reference

Pictures obtained from social media

Contribution from Kew Golf Club Strategic Plan 2014- 2019

## Forward

It is with pleasure that we enclose our Strategic Plan, which has been developed over the last few months.

The Board of Directors have concentrated on a three year planning period and the circumstances likely to be within our control over that period. Having said that we will remain agile and alert to changing conditions and opportunities, which may arise during this period.

---

Our overriding emphasis has been and will be to foster a club atmosphere of friendship, civility and respect, so that all members enjoy and value their membership. This of course is the joint responsibility of not only the Board of Directors, but all of us and requires the commitment and goodwill of all of us.

We are all aware of the pervading operating environment for registered clubs and the financial pressures which a number of clubs are experiencing under Clubs NSW. Your Board of Directors is confident that our Club can survive and prosper into the future. Our confidence is based on the belief in the ability of our Club to maintain and refresh its membership.

The Club is in a unique location, in a beautiful environment and our focus has been to improve the conditions to make it a stand out venue for prospective members. We believe this will be achieved in the near term

We hold strong financial reserves and believe that we can sensibly manage our finances to ensure that the Club does not only avoid going into debt, but also retains a reasonable portion of these reserves, and still can achieve much of the work contemplated by the Master Plan during the strategic planning period.

We thank the sub-committees for their work in developing the Strategic Plan and for its ongoing work. We thank also those of you who provided input following the release of the draft Strategic Plan to the Membership.

There are exciting times ahead!

Sincerely

Chairperson

## *Our Vision*



## *Our Mission Statement*

The Hat Head Bowling & Recreation Club will provide a welcoming and an inclusive environment, for members, their families and visitors based on its long tradition of friendly service, hospitality and enjoyment

- Our environment will continue to offer a beautiful beachside location and a home for many species of native birds and trees.
- Our staff will enjoy a supportive and engaging work environment and be committed to outstanding customer service.
- Our governance, administration and club operations will be of the highest standard.
- Our Club will be known in the wider community as a good corporate citizen, for the quality of our facilities, service and friendly atmosphere.

## *Our Values*

- We want all our members, visitors and staff to feel welcome, respected and included.
- We care about maintaining a positive and enjoyable social and work experience.
- We encourage fellowship and camaraderie amongst members and promote family participation.
- We have respect for others.
- We are progressive and forward thinking and use our resources wisely to ensure long-term success and sustainability.
- We are proud of our Club, its history and its traditions.
- We promote good sportsmanship and keen competition.



Head

## *1. Members & Communication*

*Goal*

- ✓ A Club atmosphere of friendship, civility and respect for all, whereby members enjoy and value their membership.
- ✓ Established pattern of periodical surveys of members' views and responses to their feedback.
- ✓ Quality communication with members, staff and stakeholders.

*Actions*

- ✓ Encourage participation and support for social events for members, their families and friends.
- ✓ Actively welcome new members.
- ✓ Create an empathetic environment so members, particularly new Members, feel a sense of belonging.
- ✓ Schedule functions appealing to a wide cross section of members.
- ✓ Review and refine communication channels.
- ✓ Keep Members informed on all significant matters affecting the Club.
- ✓ Develop a social media policy.
- ✓ Publish and enforce policies on behaviour

## 2. Safety

### Goal

Ensure a safe and positive environment for all.

### Actions

- Review Occupational, Health and Safety policy and practice.
- Review emergency plans to ensure regulatory compliance and safety of staff, members and visitors.
- Review adequacy of insurance covers

Foot Bridge over Korogoro Creek, Hat Head



## 3. Staff

### Goal

- Ensure staff enjoy a supportive and engaging work environment that is committed to outstanding customer service.

### Actions

- Explore training and career development opportunities for employees.
- Review HR staff support programs.
- Establish dispute resolution procedures.
- Review and develop staff position descriptions, including areas of responsibility.
- Implement and document annual performance reviews.

## 4. Social

### Goal

Increase use of club facilities by members and their guests

Consistently high standard of food, beverages and service at a reasonable price



Sun set, Hat Head Bowling & Recreation Club

### Actions

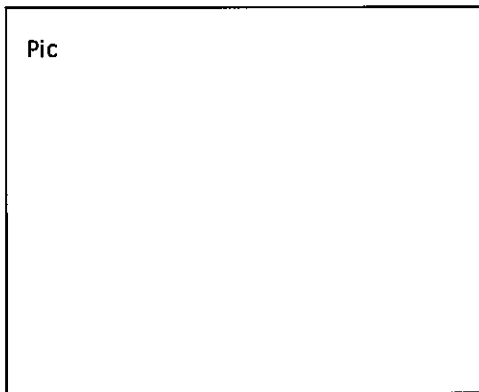
- ✓ Develop new programs and offerings.
- ✓ Promote use of clubhouse for external functions, in particular small corporate workgroups.
- ✓ Act on the results of member survey – facilities, events, food and beverage.
- ✓ Improve food, coffee and wine offerings and encourage casual use of and dining in the Clubhouse.
- ✓ Plan and implement a diverse range of member and guest functions, dinners and celebrations.
- ✓ Meet with representatives of non-club activities to foster expansion of activities.
- ✓ Investigate and improve media coverage in the Clubhouse.
- ✓ Continuous improvement of staff training programs to enhance variety, quality, consistency and value of food and beverages

## 5. Sub – Committees

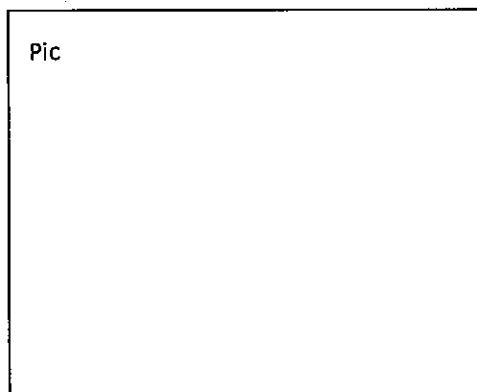
## Ladies Lawn Bowls



## Men's Lawn Bowls



## Fishing Club



## 6. Governance and Strategic Planning





Main beach, Hat Head

#### *Goal*

- ✓ Best practice Constitutional framework governing the Club's operations and activities and clarifying the roles and responsibilities of the Committee, sub-committees, members and management.
- ✓ Continuing extension and review of Strategic Plan.
- ✓ Harnessing the skills and expertise of members by involvement in sub-committees.

#### *Actions*

- ✓ Modernise Constitution so as to eliminate anomalies and reflect good corporate governance.
- ✓ Establish Agreements for General Committee and sub-committees.
- ✓ Establish by-laws for elections, operational policies, codes of conduct for members and employees.
- ✓ Self-assessment of the General Committee.
- ✓ Conduct annual governance/strategic planning workshop attended by Committee and senior management.
- ✓ Develop a skills matrix of members and engage their expertise in sub-committees and projects.
- ✓ Ensure balance and diversity in sub-committees and foster succession planning.
- ✓ Engage all stakeholders with strategic directions.
- ✓ Conduct annual (or as required) review of Strategic Plan.

## 7. Finance and Risk Management

### Goal

- Sound prudent and sustainable financial planning and risk management.
- Target operational surpluses to build reserves to ensure long-term success and financial strength.

### Actions

- Complete business plan to accompany the Strategic Plan, including capital expenditure priorities and cash flows.
- Benchmark staffing, Clubhouse and expenditure against other clubs.
- Develop a model to allow different assumptions (eg membership levels, categories and subscriptions, income and operating costs) to be tested financially.
- Monitor new accounting system.
- Undertake risk assessment and ensure appropriate risk management is in place.
- Consider establishing a foundation to raise funds for future capital projects.
- Provide members with annual financial updates.
- Explore joint buying or sharing of resource opportunities with other Clubs and implement if advantageous to do so.



Gap Beach, Hat Head

## 8. Opportunities

Be alert to and investigate any opportunities which may arise during the planning period which, depending on the Club's financial circumstances at the time, may have potential to benefit the Club and its future.

Paragliding over Connors Beach, Hat Head



Annual



Hat Head  
Trig Marathon

