

STRATEGIC PLAN

2026

Engadine
Bowling Club



OUR NEXT CHAPTER

CHAIRPERSON'S MESSAGE

The role of the Board is not only to consider the needs of our Club today, but to ensure we are making thoughtful and responsible decisions about its future.

This Strategic Plan reflects that responsibility. Through a considered and collaborative planning process, the Board has taken the opportunity to look ahead, challenge our thinking and establish a clear direction for the years to come. It reflects our shared ambition for a Club that continues to grow and evolve, while remaining strongly connected to our members and the community we serve.

Our four strategic pillars — People, Community, Growth and Financial — provide a framework for the decisions we make and the priorities we pursue. Importantly, they also provide a clear foundation from which the Board can measure progress and maintain focus on the long-term sustainability of the Club.

On behalf of the Board, I would like to acknowledge our General Manager and Senior Management team for their contribution to the planning process and for the important role they will play in turning this strategy into action.

The Board is proud of the direction outlined in this Plan and looks forward to working alongside management as we continue to build a strong and sustainable future for our Club.

Brian Mahony
CHAIRPERSON



GENERAL MANAGER'S MESSAGE

I am incredibly positive about the direction of our Club and what lies ahead. This Strategic Plan provides a clear and ambitious pathway for our continued growth, while remaining focused on the people, community and experiences that are at the heart of our Club.

The development of the Plan has been a collaborative process, and I would like to acknowledge our Board of Directors for the time, teamwork and foresight they have contributed in shaping the Club's future direction. Their commitment to looking beyond today and considering what our Club can become in the years ahead has provided a strong foundation for this Plan.

For our management team and staff, the focus now turns to bringing this direction to life. I am excited by the opportunities ahead and confident that, by working together, we can continue to strengthen our Club, evolve with the needs of our members and community, and build on the positive momentum we have created.

Chris Roberts
GENERAL MANAGER

OUR STRATEGIC FRAMEWORK

PURPOSE

To be a vibrant Bowling and Recreation Club that connects people, builds community, and evolves to meet the needs of a modern, thriving membership.



VALUES



INCLUSIVE



TRANSPARENT



AMBITIOUS



EXCELLENCE

STRATEGIC PILLARS



PEOPLE

To foster a connected, inclusive and high-performing Club where our people feel valued, our members feel proud, and we are the Club and employer of choice.

We will develop and empower our people by investing in leadership, fostering an inclusive and values-driven culture, and strengthening communication and engagement across our Board, staff and members.



COMMUNITY

To be a safe, welcoming and inclusive community hub that actively engages, supports and partners with our local community to strengthen connection and participation.

We will strengthen our connection with the community by building meaningful partnerships, creating a welcoming and inclusive environment, and responding to local needs through active engagement.



GROWTH

To grow a vibrant and engaged membership by investing in modern facilities, strategic master planning and enhanced experiences that increase patronage and strengthen our brand.

We will drive sustainable growth by investing in our future, growing membership and patronage, and enhancing our brand, marketing and member experiences.



FINANCIAL

To achieve long-term financial sustainability through debt reduction, equity growth and diversified revenue that enables strategic investment in our future.

We will build long-term financial sustainability by reducing debt, strengthening financial resilience and growing diversified revenue to support strategic investment.



OBJECTIVE

To foster a connected, inclusive and high-performing Club where our people feel valued, our members feel proud, and we are the Club and employer of choice.



INVESTING IN THE DEVELOPMENT OF BOTH OUR BOARD AND STAFF THROUGH EDUCATION, GOVERNANCE TRAINING, LEADERSHIP CAPABILITY AND CONTINUOUS LEARNING.

INITIATIVES:

- Streamline training frameworks across onboarding, leadership and customer service.
- Establish leadership mentoring and external development opportunities for emerging leaders.
- Deliver ongoing Board governance education and strategic leadership training.
- Maintain regular staff forums promoting alignment, accountability and continuous improvement.

BUILDING A POSITIVE, INCLUSIVE AND VALUES-DRIVEN CULTURE THAT PRIORITISES WELLBEING, ENGAGEMENT, RECOGNITION AND STRONG INDUSTRIAL RELATIONS.

INITIATIVES:

- Implement structured staff feedback channels with transparent organisational communication.
- Deliver wellbeing initiatives strengthening inclusion, morale and workplace culture.
- Reinforce Club values through training and behavioural development programs.
- Formalise performance review frameworks supporting accountability and professional growth.



STRENGTHENING CONNECTION AND COMMUNICATION BETWEEN STAFF, MEMBERS AND THE BOARD THROUGH TRANSPARENCY, DIGITAL ENGAGEMENT AND MEANINGFUL INTERACTION.

INITIATIVES:

- Deliver transparent member communication through digital updates and Board messaging.
- Improve internal communication through video updates and cross-team information sharing.
- Share staff stories through digital features and community-focused content.
- Increase Board and leadership visibility across members, staff and events.



OBJECTIVE

To be a safe, welcoming and inclusive community hub that actively engages, supports and partners with our local community to strengthen connection and participation.

DEVELOPING STRONG PARTNERSHIPS WITH LOCAL SPORTING, COMMUNITY AND CHARITABLE GROUPS THROUGH CLUBGRANTS, COLLABORATION AND SHARED INITIATIVES.

INITIATIVES:

- Expand partnerships through ClubGRANTS, collaboration and shared community initiatives.
- Grow community bowls participation through leagues, juniors and inclusive programs.
- Deliver fundraising events supporting local charities and community organisations.
- Establish staff-led community engagement programs strengthening local participation.

CREATING A SAFE AND WELCOMING ENVIRONMENT FOR ALL AGES THAT ENCOURAGES PATRONAGE, PARTICIPATION AND SOCIAL CONNECTION.

INITIATIVES:

- Maintain venue standards promoting safety, respect and exceptional customer experiences.
- Continue enhancing The Lawn as a family-friendly social destination.
- Improve accessibility, amenities and family-friendly venue infrastructure.
- Upgrade dining, café, bar, sporting and outdoor entertainment facilities.



ACTIVELY LISTENING AND RESPONDING TO COMMUNITY NEEDS THROUGH CONSULTATION, COMMUNICATION AND VISIBLE COMMUNITY PRESENCE.

INITIATIVES:

- Conduct annual surveys measuring community expectations, satisfaction and emerging needs.
- Facilitate focus groups exploring future opportunities and community preferences.
- Promote community impact through engaging digital and in-venue storytelling.
- Increase visibility of supported groups through promotions and shared initiatives.





OBJECTIVE

To grow a vibrant and engaged membership by investing in modern facilities, strategic master planning and enhanced experiences that increase patronage and strengthen our brand.

DEVELOPING AND IMPLEMENTING A LONG-TERM MASTER PLAN SUPPORTED BY STAGED CAPITAL INVESTMENT ALIGNED TO CURRENT AND FUTURE MEMBER NEEDS.

INITIATIVES:

- Deliver a staged master plan supporting future growth and demand.
- Undertake feasibility studies guiding redevelopment and capital investment decisions.
- Maintain lifecycle-based capital works planning aligned to operational priorities.
- Engage members throughout planning and future development consultation processes.

DRIVING MEMBERSHIP GROWTH, PATRONAGE AND PARTICIPATION THROUGH TARGETED CAMPAIGNS, EVENTS AND A COMPELLING MEMBER VALUE PROPOSITION.

INITIATIVES:

- Deliver targeted campaigns driving membership growth, visitation and member retention.
- Strengthen staff capability promoting membership benefits and customer engagement.
- Expand bowls, events and activations attracting corporate and social groups.
- Maximise venue utilisation through activations and diversified facility usage.

STRENGTHENING BRAND AWARENESS AND ENGAGEMENT THROUGH MARKETING, DIGITAL PRESENCE, AND ENHANCED REWARDS AND MEMBER EXPERIENCES.

INITIATIVES:

- Strengthen digital marketing through an engaging website and social media content.
- Maintain consistent branding across venue presentation and customer experiences.
- Deliver experience-led content showcasing members, events and Club culture.
- Build internal marketing capability supporting high-quality brand communication.





OBJECTIVE

To achieve long-term financial sustainability through debt reduction, equity growth and diversified revenue that enables strategic investment in our future.



REDUCING DEBT THROUGH DISCIPLINED FINANCIAL MANAGEMENT, STRUCTURED REPAYMENT PLANS AND PROACTIVE RISK MANAGEMENT.

INITIATIVES:

- Maintain structured debt reduction targets aligned to financial capacity.
- Review financing arrangements to optimise debt structure and borrowing costs.
- Prioritise surplus allocation toward debt reduction and strategic investment.
- Strengthen financial risk management supporting stability and long-term resilience.



BUILDING FINANCIAL RESILIENCE BY GROWING EQUITY, MAINTAINING STRONG CASH RESERVES FOR CAPITAL WORKS AND STRENGTHENING FINANCIAL GOVERNANCE SYSTEMS.

INITIATIVES:

- Grow equity through disciplined financial management and operating surpluses.
- Maintain cash reserves supporting capital renewal and unforeseen pressures.
- Strengthen financial governance, reporting and organisational accountability frameworks.
- Monitor financial performance against budgets, forecasts and industry benchmarks.

OPTIMISING REVENUE STREAMS WHILE INVESTIGATING OPPORTUNITIES FOR DIVERSIFICATION TO ENHANCE PROFITABILITY, RETURN ON INVESTMENT AND SUSTAINABILITY.

INITIATIVES:

- Optimise revenue performance through pricing strategies and operational efficiencies.
- Explore new commercial opportunities aligned to market and member demand.
- Improve return on investment through performance analysis and informed decision-making.
- Reduce reliance on gaming through broader income diversification strategies.



Engadine
Bowling Club



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