



Bowls Queensland

Strategic Plan

2014-2017



Bowls

The Sport for Life

Mission:

1. To grow the sport of bowls.



Contents



Strategic Priority 1: Participation

Strategic Priority 2: High Performance

Strategic Priority 3: Events

Strategic Priority 4: Commercial Development

Strategic Priority 5: Leadership & Governance

Strategic Priority 6: Communications

Strategic Priority 1: Participation

Strategic Initiatives/ Priority	Actions	Performance Targets	Timing	Responsibility
1. To develop and package a suite of game formats deliverable by clubs to meet the needs of the community	<ul style="list-style-type: none"> • Research game formats • Develop suite of products including resources for each segment • Assist clubs in the implementation • Modify and adjust formats to meet the needs of the individual communities 	<ul style="list-style-type: none"> • Products created and resourced • Participating clubs recruit new members • 75 clubs implement the programs • Membership maintained 	Ongoing	BQ Development
2. To develop a system that facilitates participation that includes both traditional forms of membership and social participants.	<ul style="list-style-type: none"> • Provide a product/ program/events which encourages participants to shift to become members (in various formats) • Identify and access alternative revenue streams to decrease the reliance on capitation as a business model for BQ. 	<ul style="list-style-type: none"> • Modify and adjust programs to meet the needs of the individual communities • Investigate alternative capitation models 	Ongoing 2014/2015	BQ Development BQ Board, CEO
3. Promote the importance of keeping accurate participation data and encourage clubs to declare accurate membership statistics.	<ul style="list-style-type: none"> • Educate clubs on keeping accurate data and encourage the declaration of accurate membership and participation figures. 	<ul style="list-style-type: none"> • Capturing accurate membership and participation data • Utilise the figures to promote and gain access to alternative revenue streams. 	Ongoing Ongoing	BQ Development Membership Admin CEO
4. To ensure the bowls workforce has access to education and resources designed to enhance quality service delivery. (H)	<ul style="list-style-type: none"> • Workforce development - ensuring the bowls workforce (both paid and voluntary) is of a suitable standard to ensure the sport can progress and grow <p>Coaching/officiating</p> <ul style="list-style-type: none"> • Attract and retain • Mapping the needs for the future including the role and purpose of coaches/officials in bowls • Delivery of programs to existing coaches and officials to keep them up to date with best practices. <p>Club administrators</p> <ul style="list-style-type: none"> • Assist increasing their capacity to manage successful clubs • Succession planning of club personnel 	<ul style="list-style-type: none"> • Creation of resources to assist our volunteer workforce (coaching, officiating, governance) • Creation of strategies to assist the changeover of personnel at State, District and Club level • Develop and distribute Club Administration guide • Creation of strategies to assist the changeover of personnel at club level 	2015	BQ Development CEO Coaching & Umpires Committees

Strategic Initiatives/ Priority	Actions	Performance Targets	Timing	Responsibility
<p>5. To maintain the Bowls Queensland Development Officers and ensure the services provided to bowls stakeholders are relevant and valued.</p> <p>To increase the effectiveness of the Bowls Queensland Development Officers and maintain regional based staff.</p>	<ul style="list-style-type: none"> Review the role of the DOs to ensure the service they provide to bowls stakeholders are valued and outcomes can be measured and align with our funding. Maintain regionally based development officers who understand the local community, enable cost efficiencies and allow for a BQ presence outside of the southeast corner. 	<ul style="list-style-type: none"> Full review BQ DO's Increase BQ development staff to 4 full time 	<p>2015</p> <p>2016/2017</p>	<p>BQ Development</p> <p>CEO, BQ Board</p>
<p>6. To develop a range of resources to enable standardised club facilities which assist in promoting the sport and membership recruitment and retention. (M)</p>	<ul style="list-style-type: none"> Recommend the appropriate IT for clubs <ul style="list-style-type: none"> » Website » Email » Database for club use » Club management system (like a MYOB for clubs) Create a suite of resources for clubs to use to assist their business operations Business operations templates . 	<ul style="list-style-type: none"> Creation of the design brief booklet Creation of a series of how-to documents to assist clubs through the basic IT requirements of a bowls club Creation of a suite of resources for clubs 	<p>2015-2017</p> <p>2016/2017</p>	<p>BQ Development BQ Media, CEO</p> <p>CEO</p>
<p>7. To foster and maintain the relationships between our sports connect partners Sporting Wheelies, Blind Bowlers, Deaf Bowlers and Lifestream.</p>	<ul style="list-style-type: none"> Regular communications with all relevant Bowls organisations Provide support to organisations where possible Acknowledge work of each individual organisation 	<ul style="list-style-type: none"> Continue with outcomes achieved through Sports Connect Promote and support sport connect partners Provide a variety of support to bowls promotion activities 	<p>Ongoing</p>	<p>BQ Development BQ Board CEO</p>



Strategic Priority 2: High Performance

Strategic Initiatives/ Priority	Actions	Performance Targets	Timing	Responsibility
1. To implement the high performance plan in preparation for Inter state and international competitions	<ul style="list-style-type: none"> Athlete, Officials & Coach Education Regular Communication/ Updates 	<ul style="list-style-type: none"> Deliver coaching clinics to athletes throughout the state Mentor and assist coaches throughout the state. Deliver coach education programs throughout the state Deliver umpires education programs Coaching and Umpire articles in the Bowler magazine. Regular Updates on the Bowls Queensland website 	<p>Ongoing</p> <p>Monthly</p>	<p>HP Manager, Coaching Committee,</p> <p>Media Manager</p> <p>Coach and Umpire Coordinators</p>
2. To maintain and promote Queensland's position on pure performance in sport in conjunction with ASADA	<ul style="list-style-type: none"> Establish network covering all levels of development. Support network members with resources where possible (District Academies, District teams, Clubs Communication/Updates 	<ul style="list-style-type: none"> No positive tests Delivery of ASADA education to all state representatives 	<p>Ongoing</p> <p>January Yearly</p>	<p>HP Manager Events Admin</p> <p>HP Manager Events Admin</p>
3. To establish high performance programs that link to Universities, District Academies and other centre of excellence providers.	<ul style="list-style-type: none"> Assist in aligning programs to ensure uniformity. Support network members with resources where possible 	<ul style="list-style-type: none"> Promote and deliver HP programme to district academies. Accessibility to State Coach for updated coaching principles and bowls athlete development Establish links with universities and other specialist providers to value add to the existing program (Nutrition, Psychology etc) Make accessible HP resources 	<p>2016</p> <p>Ongoing</p>	<p>HP Manager</p> <p>HP Manager</p>

Strategic Priority 3: Events

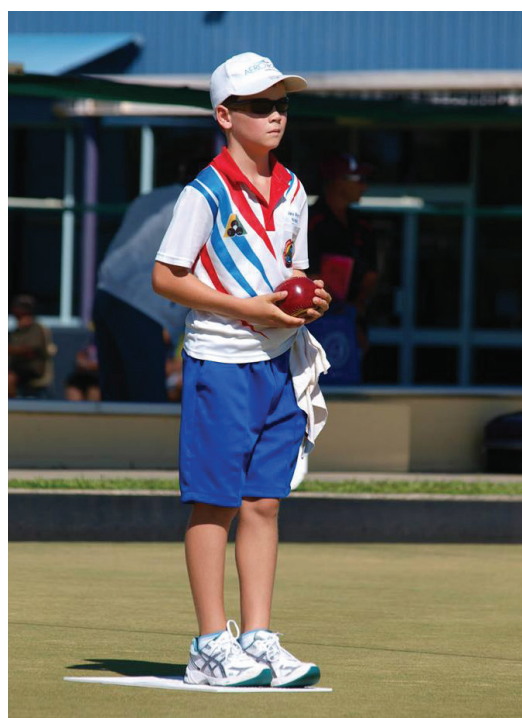
Strategic Initiatives/ Priority	Actions	Performance Targets	Timing	Responsibility
1. To implement an events calendar three years in advance of the event.	<ul style="list-style-type: none"> Development and circulate a 3 year rolling events calendar Incorporate High Performance 3 year rolling calendar of events Align with the national 3 year rolling Calendar 	<ul style="list-style-type: none"> A structured event calendar, developed and circulated to all stakeholders and updated regularly to incorporate all major and key events held nationally and throughout Queensland. 	Ongoing	Events Administrator, HP Manager
2. To develop and implement sustainable business models relevant to an event's strategic objective to maximise revenues, branding and promotion opportunities for bowls.	<ul style="list-style-type: none"> Review each event to ensure that, it meets the needs of the membership. Engage commercial operations to endeavour to offset costs and where possible produce a positive outcome. 	<ul style="list-style-type: none"> Events are reviewed and modified based on event competitor evaluations. Events are financially viable for the organisation. 	November Yearly November Yearly	Match Committee, Events Admin, HP Manager CEO, Finance Manager, Events Admin, Director of Finance





Strategic Priority 4: Commercial Development

Strategic Initiatives/ Priority	Actions	Performance Targets	Timing	Responsibility
1. To develop and implement a plan that maximises funds from government and other funding sources to support sports priorities.	<ul style="list-style-type: none"> Ensure the sport is represented on relevant Govt. committees. Make the sport available for Govt. Pilot programs as they arise. Appoint a staff member responsible for Govt. liaison. 	<ul style="list-style-type: none"> Increase funding from external revenue sources. Promote Bowls to the all levels of government 	Ongoing	CEO
2. To develop and implement an IT strategy that is accessible by Bowls Queensland, districts, clubs and individuals. Incorporating: National membership data base, National competition management system, National finance system, Support clearances & transfers, event calendar, coach & official accreditation	<ul style="list-style-type: none"> Finalise the national IT platform & appoint BA/ STA IT provider. 	<ul style="list-style-type: none"> National database available for efficient and affective use by the sport 	December 2014	CEO, Membership Admin



Strategic Priority 5: Leadership & Governance

Strategic Initiatives/ Priority	Actions	Performance Targets	Timing	Responsibility
1. To deliver a governance awareness campaign that directs boards and committees to the relevant agencies (Liquor and Gaming, Clubs Queensland etc)	<ul style="list-style-type: none"> Develop awareness resources utilising professional organisation for relevant topics. Create resource for clubs and distribute through the development club visits 	<ul style="list-style-type: none"> Governance awareness resource developed. Distribution of resource to all management committee through development visits. 	2014 2014/2015	BQ Development
2. To develop and document whole-of-sport good governance principles.	<ul style="list-style-type: none"> Undertake a board performance review Maintain Bowls Queensland board director training. Create skills matrix of board director skills 	<ul style="list-style-type: none"> BQ board performance review completed Board inductions completed Develop a skills matrix for the board 	September each year April each year 2015	Bowls Qld Board CEO, BQ Board CEO, BQ Board
3. To assist the unification of a men's and women's district bowls association and clubs upon request.	<ul style="list-style-type: none"> Assist clubs through the unification process when requested. Ensuring all regulatory bodies are contacted 	<ul style="list-style-type: none"> 50% of clubs contacting BQ to unify and complete the process 	Ongoing	CEO, BQ Development
4. To review the current capitation model and undertake financial modelling with the aim of developing a financial structure that is sustainable to Queensland.	<ul style="list-style-type: none"> Undertake a review of the capitation model 	<ul style="list-style-type: none"> Investigate a new capitation model. Implement the new capitation model 	2015/2016 2017	CEO, BQ Board
5. To evaluate the actual cost or value of core services provided by BQ	<ul style="list-style-type: none"> Identify services that could be shared Undertake a review of the cost of core services Establish value of core services 	<ul style="list-style-type: none"> Implement identified shared services Core shared serviced agreed. 	2016/2017	CEO, BQ Board

Strategic Priority 6: Communications

Strategic Initiatives/ Priority	Actions	Performance Targets	Timing	Responsibility
1. To develop and implement a unified internal and external communications strategies	<ul style="list-style-type: none"> Identify key channels of communication Identify role of social media in communications plan Develop and implement marketing strategies that are targeted towards the bowls Community Develop and implement marketing strategies that are specifically targeted to the non bowling community 	<ul style="list-style-type: none"> Develop an Internal and external communications plan, adopted and implemented. 	2015	BQ Media, CEO
2. To develop and implement marketing strategy utilising social media networking to engage with the bowls community.	<ul style="list-style-type: none"> Identify the demographic match between social media and a social media marketing strategy Build a marketing strategy for the role of social media 	<ul style="list-style-type: none"> Develop an Internal and external communications plan, for use specifically with social media 	2016	BQ Media, CEO



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