STRATEGIC PLAN
2019 - 2022

Bowls Qld Ltd.

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Mission

Provide strong leadership to support the growth and development of bowls in Queensland to:

1. **Build strong & sustainable bowls communities;**
2. **Raise the relevance and appeal of bowls;**
3. **Promote fun and innovative game formats; and**
4. **Encourage modern club facilities that are social hubs of the community.**

Vision

1. **For all Queenslanders to have the opportunity to engage with bowls during their lifetime**
2. **For the sport of bowls in Queensland to have a strong community appeal, a growing participation base, modern club facilities and a sustainable future**

Our Shared Values

Leadership
- Transparency
- Unification
- Open management

Innovation
- Flexible
- Adaptable
- Creative

Engagement
- Communication
- Collaboration
- Responsiveness

Professionalism
- Service culture
- Consistency
- Impartiality

Three Year Outcomes

- Build the appeal & relevance of bowls to new markets through innovative products & enhanced club facilities
- Ensure viable & sustainable bowls communities through strong leadership, advocacy & sound governance
- Provide effective member development, support and engagement opportunities across all levels of bowls
- Deliver quality events, programs & pathways that provide optimal development & support for all participants
- Deliver a digital & marketing experience that engages, grows & informs the entire bowls Qld community

Strategic Priorities

Growth

Leadership & Member Development

Events & Pathway Development

Marketing & Communications

ENVIRONMENTAL ANALYSIS	STRENGTHS	WEAKNESSES
INTERNAL 1. Organisation 2. Products/Services 3. Customers 4. Competitors 5. Market	• People – workforce both volunteers & paid • Program management – events, schools, representative teams, development programs • Governance • Monthly magazine – electronic & hard copy • Financially viable & sustainable • Game for all – ages, genders, abilities, disabilities • Policies & procedures • Administration/Management • Communication with Members • Leadership • Competitions & events • Umpire & Official development • Engagement & collaborations with DA's • Appropriate IT Systems	• Limited volunteers • Links with schools & junior development • Regional Bowls Manager Program • Member retention & recruitment (18-25 years) • Player development & improvement • Links with the community • Skills, ability & capacity to operate/manage Clubs • Aging & limited Club facilities • Governance & management at Club level • Lack of time with DA's • Clubs hiding members • Geography & distance in Qld • Lack of communication & clarity of lines • Profile & awareness of sport – image • Limited appeal to younger people • Lack of Club facilities with lights • Lack of females in the sport compared to males

ENVIRONMENTAL ANALYSIS	OPPORTUNITIES	THREATS
EXTERNAL (PESTLE) 1. Political/Gov't 2. Economic 3. Societal/Ethical 4. Technological 5. Legal 6. Environmental	• Technology & digital – digital strategy • Access to participation opportunities • Choice of sport & recreation opportunities • Multi-use facilities • Multi-cultural society and new markets • New business models for Clubs • Diversification, amalgamation & consolidation • Funding to modernise & upgrade Clubs - lights • Flexible participation options • Review capitation model • Attract & retain more juniors – 40 years + • New formats of the game	• People are time poor with less recreational time • Digital age is competing with people's time • Competition from other sports & Clubs with more appeal • Sport & recreation not necessarily an activity of choice • Increased age care facilities & reduced need for Clubs • Lack first class sporting facilities, eg. Clubs with lights • Noise & functions at Clubs • Cost of running Clubs & sport – federated model • Reduced grant funding & greater competition • More women in workforce and less time • More people looking after grand children • Council owned land & zoning laws • Aging population • Economic issues • Availability of volunteers • Role volunteers play in managing Clubs, ie. turnover • Cost of participation • Changing family structures

Strategic Priority	Objectives
1. **Growth**	1.1. Increase recruitment & retention of members and participants 1.2. Identify new participant markets 1.3. Assist Clubs to review their value proposition 1.4. Assist with the quality, appeal & viability of bowls club facilities
2. **Leadership & Member Development**	2.1. Deliver a state-wide governance development program 2.2. Implement an effective framework to assist member development 2.3. Ensure sound financial governance & management 2.4. Implement an effective framework to assist member & stakeholder engagement
3. **Events & Pathway Development**	3.1. Continue to deliver quality events 3.2. Improve the pathways and performance of Qld representatives 3.3. Continue to increase the quality of the bowls workforce
4. **Marketing & Communications**	4.1. Increase marketing & communications across Qld 4.2. Increase commercial opportunities 4.3. Improve the profile, image & awareness of bowls

Objectives		Method of Delivery	What does success look like?
1.	**GROWTH** Identify opportunities to build the relevance and appeal of bowls through new and innovative products, identifying new target markets and supporting the enhancement of bowls clubs & facilities across Qld.		
1.1	Increase recruitment & retention of members & participants	• Review the current participation, competition & pathway trends & opportunities from the BA National Participation Plan • Utilise research to inform development of new and innovative products to target new grass roots participants • Identify funding programs to pilot new products/game formats • Promote participation in Jack Attack, Jr. Jack Attack programs & Barefoot Bowls • Continue to support Clubs to deliver the Sporting Schools Program • Trial the delivery of a new mixed gender competition for existing players • Support DA's & Clubs to delivery Come & Try Days and Open Days as part of the State & National strategy • Conduct annual Member Satisfaction survey to ensure products, services & facilities remain relevant and satisfy member & participant needs/expectations	1. Current participation, competition & trends reviewed by end 2020 2. Market research conducted by end 2020 3. Funding secured to pilot new products by end of 2021 4. ↑ participation in Jack Attack, Jnr Jack Attack & Barefoot Bowls annually 5. ↑ support of & participation in Sporting Schools annually 6. ↑ in Clubs involved in Come & Try & Open Days annually 7. Encourage Clubs to conduct Annual Member Satisfaction survey informs participation data & trends
1.2	Identify new participant markets	• Assist DAs and Clubs to identify new target markets & product opportunities, eg. family involvement, multi-cultural & marginalised groups, schools/juniors, social	1. New product offerings developed & trialled by end of 2021
1.3	Assist Clubs to review their value proposition	• Review the motivations & barriers for social participation V club membership • Assist Clubs to review their business model, customer profile/demographic and relevance within the local community • Identify the types of programs, activities, game formats and services that are relevant and appealing to the broader community	1. Motivations & barriers to participation & membership identified by end of 2020 2. Business models of at least x Clubs reviewed annually 3. New, relevant & appealing game formats identified & delivered by end of 2021

1.4	Assist to improve the quality, appeal & viability of bowls club facilities	• Identify opportunities from the BA National Facilities & RLV Strategy • Utilise facility audit information to identify opportunities for Club facility enhancements, eg. Facility upgrades, lighting, multi-purpose facilities • Consult & work in partnership with BA, DAs, Clubs, LGAs and State Gov't to prioritise facility opportunities for new & existing Clubs	1. Opportunities from BA National Facilities plan identified by end of 2020 2. Audit identifies priority Clubs in need of facility enhancements – ongoing 3. All levels of sport work collaboratively to support facility opportunities - ongoing

Objectives		Method of Delivery	What does success look like?
2.	**LEADERSHIP & MEMBER DEVELOPMENT** Continue to provide strong leadership, advocacy and support of sound governance practices and implement an effective member development program across the entire Bowls Qld community.		
2.1	Deliver a state-wide governance development program	• Ensure sound governance principles & practices at BQ level • Deliver a governance training program & resources for DA's and Clubs • Continue to support Clubs to update their constitutions • Review & implement succession planning at BQ, DA & Club level • Support the unification of men's & women's DA's and Clubs upon request • Provide business development support to Clubs – effective governance & management structures, unification, consolidation, business models	1. Sound governance adopted at BQ level – ongoing 2. DA & Club governance training delivered annually 3. Constitutional support provided to Clubs as requested 4. Effective succession planning across each level of the sport – ongoing 5. Clubs unified annually 6. Business Development support provided to Clubs annually
2.2	Implement an effective member development framework	• Identify & provide service & support that is relevant & adds value to Club operations	1. Service & support to Clubs rated as good – ongoing
2.3	Ensure sound financial governance & management	• Develop a state-wide strategy to maximise funds from government & other funding sources • Review the cost/value of core services provided by BQ and Clubs • Identify & trial opportunities for shared services across the sport • Review the capitation model for possible opportunities to target new markets	1. State-wide funding strategy for bowls developed by end 2020 2. Commercial opportunities identified by end of 2020

		• Establish financial reserves policy	3. Cost/value of core service delivery reviewed by end of 2021 4. Capitation model reviewed by end of 2020 5. BQ reserves policy established by June 2020
2.4	Implement an effective member & stakeholder engagement framework	• BQ to take a leadership role to promote & advocate for bowls to all levels of Government • Consultation with DA's and Cubs to develop an effective member & stakeholder engagement strategy, eg. Visitation program • BQ Board members to regularly liaise with Clubs	1. BQ provides greater leadership, promotion & advocacy for bowls at all levels – ongoing 2. Agreed member & stakeholder engagement strategy developed by end of 2020 3. BQ Board members engage with their collection of Clubs - ongoing

Objectives		Method of Delivery	What does success look like?
3. EVENTS & PATHWAY DEVELOPMENT Deliver events, development programs and a pathway framework that guides the optimal development and support for players, coaches, officials and volunteers.			
3.1	Continue to deliver quality events	• Continue to establish a 2-year events calendar • Trial the delivery of a new mixed event format throughout the State • Continue to deliver the north versus south event • Review the event delivery model to achieve break even positions • Continue to investigate commercial opportunities for event delivery • Review the cost to bowlers to attend State events • Develop a business case to deliver more events in Regional centres	1. Two year calendar confirmed – ongoing bi-annually 2. New mixed event format trialled by 2020 3. North V south event becomes permanent event – ongoing 4. Event delivery model reviewed & outcomes presented by end of 2020

Objectives		Method of Delivery	What does success look like?
			5. Commercial opportunities for events investigated – annually 6. Costs for bowlers to attend State events reviewed – annually 7. Business case developed to deliver more events in Regional Qld - ongoing
3.2	Improve the pathways & performance of Qld representatives	• Continue to refine the development programs, pathways & opportunities for talented bowlers, coaches & officials across the State • Increase the participation of north Queenslanders in Qld representative teams • Increase number of Qld representatives on National teams – bowlers, coaches, umpires, officials & volunteers • Improve performance of Qld bowlers and Qld teams	1. Development programs, pathways & opportunities reviewed annually 2. Qld teams achieve podium performances across all age groups Nationally
3.3	Continue to increase the quality and quantity of the bowls workforce	• Develop a schedule for coach, official & volunteer education courses annually • Deliver a schedule of coach accreditation courses across the State • Deliver a schedule of official accreditation courses across the State	1. Annual education & training calendar developed - ongoing 2. 10 Club coach courses held annually targeting at least 100 participants 3. 8 x Umpire/Marker/Measurer courses held annually targeting at least 80participants 4. State-wide coach and P&A program commenced by end of 2021

Objectives		Method of Delivery	What does success look like?
4.	**MARKETING & COMMUNICATIONS** Deliver a marketing, communications & digital experience that effectively engages, grows and informs the entire Bowls Qld community.		
4.1	Increase marketing & communication across Qld	• Utilise BQ framework to create a BQ centric digital strategy • Educate and support DA's and Clubs to adapt to a digital world and become a more viable sport in market place • Support Clubs to apply for grants to acquire & upgrade digital infrastructure	1. Marketing & digital opportunities identified from BA pby end 2020 2. BQ centric digital strategy developed & implemented by 30 June 2021 3. DA & Club education & support of digital strategy effectively delivered - ongoing 4. Grant support provided to Clubs to acquire & upgrade digital infrastructure – ongoing
4.2	Increase commercial and sponsorship opportunities	• Identify opportunities through the BQ Commercial Strategy • Conduct an audit of the commercial arrangements across Qld • Identify BQ whole of sport commercial opportunities	1. Commercial opportunities identified from BA Commercial Strategy by end of 2020 2. Audit completed of commercial arrangements across Qld by 30 June, 2021 3. BQ centric commercial strategy developed by end 2021 4. Whole of sport commercial opportunities identified by end of 2022
4.3	Increase profile, image & awareness of bowls	• Create a BQ centric marketing & communications plan suitable for implementation at DA and Club level • Continue to provide media & marketing support to DA's and Clubs	1. BQ centric marketing& communications plan created by end of 2020 2. Media & marketing support provided to DA's & Clubs – ongoing