



**BOWLS QUEENSLAND'S 2023 – 2025**

# **STRATEGIC PLAN**

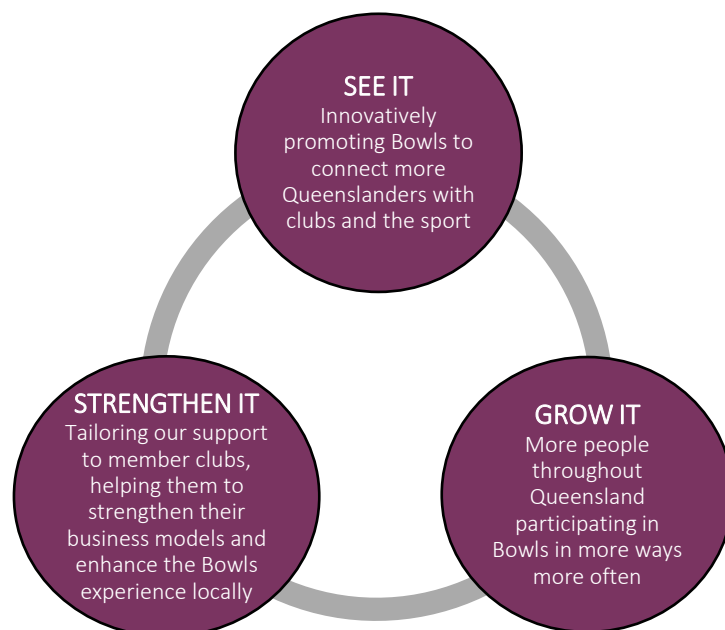
***REFRAMING THE FUTURE!***

**DOING BOWLS DIFFERENTLY  
TO CONNECT MORE PEOPLE WITH BOWLS  
IN MORE WAYS - MORE OFTEN!**

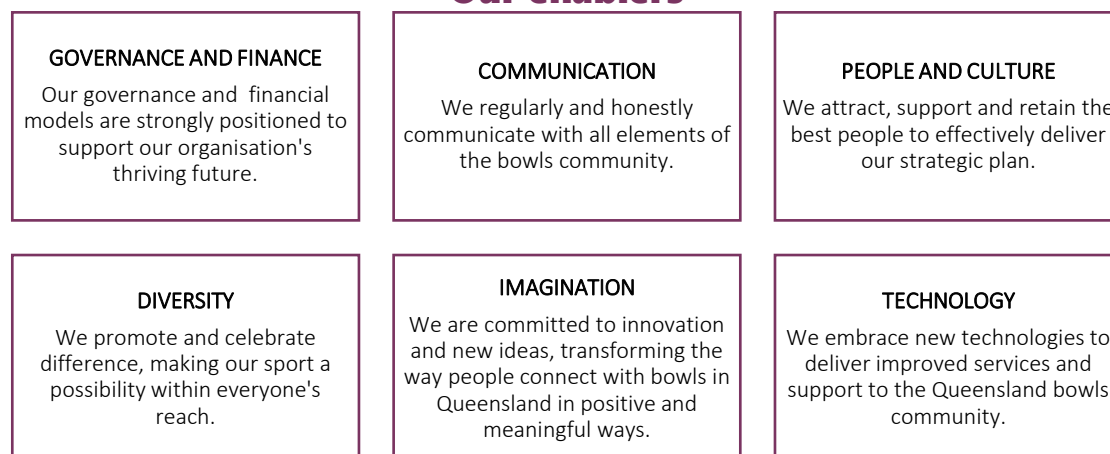


# OUR PLAN ON A PAGE

## What is most important to us: Our strategic priorities



## Our enablers



## BOWLS IN QUEENSLAND – REFRAMING THE FUTURE!

### DOING BOWLS DIFFERENTLY TO CONNECT MORE PEOPLE TO BOWLS - IN MORE WAYS - MORE OFTEN!

This strategic plan provides the blueprint for how Bowls Queensland will collaborate with our member clubs and other key partners to achieve our vision and purpose between 2023 and 2025.

**Our vision:** For all Queenslanders to connect with bowls during their lifetime.

**Our purpose:** To lead, encourage and support the Queensland bowls community to DO BOWLS DIFFERENTLY TO CONNECT MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN!

**Our positioning:** Strong clubs = strong future! We recognise that strong clubs are the key to the positive future of bowls in Queensland.

**Our values:** Our shared values define our character and guide how we behave when it matters most, as we work together to do what is best for the future of bowls in Queensland.

**Care** – We passionately care about the future of bowls and our member clubs.

**Accountability** – We do what we say we will do, when we say we will do it.

**Respect** – We value all stakeholders within the bowls community & what they can bring to the future of our sport.

**Excellence** – We embrace change, have a growth mindset and strive to be better tomorrow than we are today.

## WHAT IS REFRAMING THE FUTURE?

The overarching purpose of Bowls Queensland is: To lead, encourage and support the Queensland bowls community to DO BOWLS DIFFERENTLY TO CONNECT MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN!

*REFRAMING THE FUTURE!* has been developed to:

- Ensure Bowls Queensland is focusing on what is most important to our current and future sustainability and success;
  - Support the future capability and sustainability of our member clubs;
  - Build trust amongst all elements of the bowls community, through purposeful collaboration, for the benefit of clubs, Bowls Queensland and the sport; and
  - Maximise the relevance, visibility, and impact of bowls within the Queensland sport and recreation sector; and the broader community.
- *Support the delivery of the Queensland government's 10 year strategy designed to get more Queenslanders moving, more often (Activate! Queensland).*

## What Does Success Look Like? – A Snapshot

- Levels of trust and cooperation between Bowls Queensland, district associations and clubs is at an all-time high.
- More people are connecting with clubs and with bowls in more ways, more often – i.e. as social participants, competitive players, coaches, officials, volunteers, viewers, and partners.
- More bowls clubs are operating sustainable business models.
- More clubs are delivering social and modified game / competition formats to more people.
- New and improved Bowls Queensland events are connecting more people with clubs, Bowls Queensland and the sport.
- Bowls Queensland's reliance on affiliation as a revenue stream decreases.





## **The future of bowls is not what it used to be!**

The rapidly changing nature of the sport and active recreation landscape means the sustained success of bowls and its delivery system in Queensland is far from assured.

Bowls Queensland holds the view that we and our member clubs cannot stand still, nor can we continue to operate as we have done in the past, into the future. Change is a must, not a maybe!

Despite the challenges we face, we are taking an “opportunity focused approach” to how we plan for the future of bowls in Queensland.

As we deliver this strategic plan:

*We will do what is best for the  
future of bowls in Queensland,  
not what is easy!*

## **Our Aligned Planning Framework**

We are committed to fulfilling our roles and responsibilities within the Australian bowls landscape to the very best of our ability, whilst ensuring we prioritise the needs of member district associations, affiliated clubs, and bowls in Queensland, first and foremost.

In delivering our Strategic Plan, Bowls Queensland will engage with Bowls Australia and other State and Territory Associations (STAs) with the aim being to minimise duplication and maximise the benefits to bowls in our State.

## **We are all in this together!**

The success of this plan will require a combined effort! Bowls Queensland, our member district associations and affiliated clubs, along with other key partners will work together and each play our part in bringing this plan to life. Working in isolation is not the answer – purposeful collaboration is!



# WHAT SUCCESS WILL LOOK LIKE ... AND HOW WE WILL MAKE IT HAPPEN

## SEE IT!

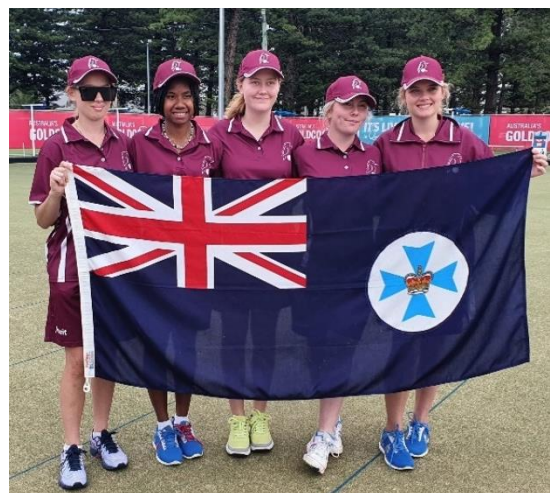
**Innovatively promoting bowls to connect more Queenslanders with clubs and the sport**

### SUCCESS INDICATORS

- Delivery of a marketing, communications and digital experience that effectively engages, grows and informs the Queensland bowls community and increases the visibility of bowls to the broader community.
- Increased event live streaming and other digital content metrics annually.
- Our digital / technology systems allow us to efficiently connect with all elements of the Queensland bowls community.
- Accurate participation and membership data is accessed and used to promote the sport and its community impact in Queensland; and to secure increased government and commercial funding.

### STRATEGIC PROJECTS / ACTIONS

- Develop and implement a Bowls Queensland Marketing, Communications and Commercial Plan (inclusive of Live Streaming).





## GROW IT!

**More people throughout Queensland participating in bowls in more ways more often**

### SUCCESS INDICATORS

- More people playing, coaching, officiating and volunteering in bowls in Queensland.
- Greater levels of diversity in all elements of the Queensland bowls community – i.e. participation, membership, Boards and committees, coaches, officials, staff, etc.
- Increased participation in new and improved Bowls Queensland events.
- Bowls Queensland encouraging and supporting more clubs to offer contemporary social / recreational bowls offerings to more people.
- More players, coaches and officials progressing through a clearly articulated Bowls Queensland talent pathway, into State and National high performance programs.
- Queensland State teams achieving performance results targets at National events.

### STRATEGIC PROJECTS / ACTIONS

- Initiate a *review of Bowls Queensland district boundaries and all Bowls Queensland events* and implement endorsed recommendations.
- Develop and implement a *Bowls in Queensland Membership and Participation Growth Plan* to guide how Bowls Queensland will support clubs, schools and other delivery partners to get more people, of different ages, abilities and backgrounds participating in bowls in more ways more often.
- Initiate a *review of the Bowls Queensland talent development and high performance pathway* (players, coaches and officials) and implement endorsed recommendations.

Note: Bowls Queensland will engage with Bowls Australia and other STAs in relation to the following projects:

- Women in Bowls Strategy
- Game Format and Participation
- Diversity and Inclusion Strategy



## STRENGTHEN IT!

Tailoring our support to clubs, helping them to enhance the experience & grow Bowls locally

### SUCCESS INDICATORS

- More clubs and individuals accessing quality resources and training, which make it easier for clubs and districts to modernise their governance and business models and grow membership, participation and revenues.
- More clubs and districts accessing government funding to support their operations and grow bowls.
- More clubs and districts using strategic plans, which align with the Bowls Queensland strategic plan, where beneficial, to guide their operations.
- Bowls Queensland encouraging and supporting more clubs to undertake facility enhancement projects to improve the quality, appeal and viability of bowls club facilities across the State.
- Bowls Queensland working proactively with more clubs, local government authorities, developers and others, to maintain a network of club facilities, capable of growing bowls participation in Queensland.

### STRATEGIC PROJECTS / ACTIONS

- Develop and implement a comprehensive *Club Development Plan*, designed to guide Bowls Queensland club support investment and activities, to help future proof bowls.
- Develop and implement a Bowls Queensland *Statewide Facilities Plan* to provide an evidence-based roadmap for the optimal mix of facilities for the future of bowls in Queensland.



## OUR ENABLERS

### SUCCESS INDICATORS

- Bowls Queensland's governance structures and systems align with current best practice.
- Increased and diversified revenue streams are sourced to ease Bowls Queensland's reliance on affiliation fees by 2025.
- A high quality risk management framework is in place to safeguard Bowls Queensland and the sport.
- The Bowls Queensland staff and committee structure directly aligns with the effective and efficient activation of this strategic plan (strategy – structure – people).

### STRATEGIC PROJECTS / ACTIONS

- Assess Bowls Queensland governance structures and systems against current best practice standards for State sporting organisations and make all necessary improvements.
- Achieve gender equity on the Bowls Queensland board by 2029.
- Maintain a Bowls Queensland *Risk Management Framework and Risk Register*.
- Undertake a *review of the Bowls Queensland human resource structure* (staff, committees and working parties, etc.) and implement recommendations.

# OUR COMMITMENT TO THIS STRATEGIC PLAN

Our *REFRAMING THE FUTURE!* strategic plan will be delivered by living our values and working together as one bowls community.

Bowls Queensland's operations between 2023 and 2025 will be guided by this document – used by staff, monitored by the board and formally reviewed annually. Importantly, Bowls Queensland will develop annual operational plans, which incorporate financial allocations for each strategic project being implemented during the relevant 12-month period. In addition to our business-as-usual activities, we will successfully complete our strategic projects in a timely manner, to the highest possible standard, and ensure the financial management of Bowls Queensland remains sound at all times.

We will use a range of internal and external measurements to monitor our progress against the success indicators within this plan. In particular, we will monitor the number, and diversity of people engaging in all forms of bowls – focusing on how, when, where, how often and why they participate and/or connect with bowls and clubs.

We will concentrate on our commercial success, ensuring the ongoing financial sustainability of Bowls Queensland, which will allow us to put more back into the sport.

The sustained success of Queensland State teams, increased club membership, increased participation in new and innovative participation products and events, and greater connection with our clubs and districts, will all help us achieve our strategic objectives, and in doing so, to achieve our purpose:

***To lead, encourage and support the Queensland bowls community  
to DO BOWLS DIFFERENTLY TO CONNECT MORE PEOPLE  
TO BOWLS IN MORE WAYS - MORE OFTEN!***

## **Bowls Queensland**

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