



# BOWLS UNLEASHED

**THE BOWLS AUSTRALIA  
2018-2022 STRATEGIC PLAN**

# BOWLS IN AUSTRALIA



## OUR VISION IS FOR ALL AUSTRALIANS TO ENGAGE WITH BOWLS DURING THEIR LIFETIME.

We believe bowls can improve health and social outcomes for all Australians through involvement in our sport.

Bowls Australia (BA) and the State and Territory Associations (STAs) will work together to achieve our vision and ensure the future of the sport of Bowls in Australia.

We recognise the unique roles and responsibilities each section of the Australian Bowls community has from the creation of strategies at the highest level to their implementation and delivery to our members at State, Region, District, Zone, Division, Association, League and Club.

We also recognise that while we share a common vision for the sport of Bowls in Australia, each STA may also have their own strategic focus areas and priorities which may be relevant only to them.

Nevertheless, we are all committed to working together to achieve a “whole of sport” strategic planning approach in addressing the issues which affect the future viability of Bowls in Australia.

As we work together to achieve our vision for Bowls in Australia we will seek to always demonstrate our core values of collaboration, innovation, customer focus and inclusiveness.

### Darryl Clout

BOWLS AUSTRALIA  
President

### Bev Dowrick

BOWLS ACT  
President

### Vincent Beard

BOWLS NSW  
President

### Maryann Parcell

WOMEN'S BOWLS NSW  
President

### Matt Mills

BOWLS NORTHERN  
TERRITORY  
President

### Peter Williamson

BOWLS QUEENSLAND  
President

### Wayne Prosser

BOWLS SA  
President

### Barbara Gilbert

BOWLS VICTORIA  
President

### Kerry Andersen

BOWLS WESTERN  
AUSTRALIA  
President

### Garry Beven

BOWLS TASMANIA  
President

# WHAT IS BOWLS UNLEASHED?

BOWLS UNLEASHED is the new Bowls Australia five year Strategic Plan.

Building on what the 2013-17 Bowls in Australia Strategic Plan has achieved, BOWLS UNLEASHED sets out the goals for the next five years for BA - and how we plan to achieve them.

BOWLS UNLEASHED provides the blueprint for how BA will work in collaboration with STAs to drive the increased capacity, relevance and effectiveness of Bowls across Australia.



BOWLS UNLEASHED has been developed to:

Provide **VISION AND DIRECTION** to the Australian Bowls community;

Guide the future **GROWTH AND CAPACITY** of the Australian Bowls community;

Encourage **COORDINATION, COOPERATION AND COLLABORATION** amongst the Australian Bowls community;

Ensure the **RELEVANCE OF BOWLS** within the Australian sporting sector; and beyond, is maximised;

Ensure the **SUCCESSFUL AND SUSTAINABLE** future of bowls in a rapidly changing Australian sporting landscape; and

Assist the Australian Bowls community to **COMMUNICATE THE PLAN, BELIEVE IN IT; LIVE IT.**

## DEVELOPED BY THE SPORT FOR THE SPORT

Creating the best strategic plan to move the sport forward has taken careful thought and consideration as well as time and contributions from all stakeholders involved in Bowls around Australia. A summary of the work completed in the lead up to developing BOWLS UNLEASHED is presented below.



## A NECESSARY SHIFT IN FOCUS

The changing and dynamic nature of the Australian sporting landscape, as well as social, political and financial factors, means the sustained success of Bowls in Australia is far from assured. Realising this, BA and the STAs have identified some fundamental changes that need to be made in the way we work together, to ensure we embrace broad collaboration and inclusion to achieve our collective potential.

BA and STAs will work openly and collaboratively, together with the Australian Bowls community and other key partners, to ensure we maximise our current and future relevance and our effective responsiveness in these rapidly changing times.

BOWLS UNLEASHED has also been developed within the context of recommendations made in the Australian Sports Commission's (ASC) Boston Consulting Group Intergenerational Review of Australian Sport 2017. There are many forces at work affecting people's opportunities for sport participation and the enjoyment of active, social

recreation. The review identifies some of the trends currently impacting on the Australian sporting sector such as: increasing rates of inactivity and obesity; an ageing population that is more time-poor; a decline in formal sport education in schools; greater commercialisation of sport, and; the potential effect of new technologies.

The review also sets out a new vision for Australian sport. Australia should aspire to become the most active sporting nation; Australian sporting organisations should contribute to strong and inclusive communities; the nation should strive for international sporting success and; we should seek to build a world leading sport industry contributing significantly to Australia's GDP.

BA and the STAs believe our common vision, purpose and values together with the strategic priorities and projects we have identified here in BOWLS UNLEASHED demonstrate clearly how our sport will align with the ASC vision for sport in Australia.



# BOWLS AUSTRALIA - OUR WAY

## Our Common VISION

For all Australians to engage with bowls during their lifetime.

## Our Common PURPOSE

For the Australian Bowls community to work collaboratively to get more Australians engaging with bowls in meaningful and positive ways. We will provide opportunities for more people to take part more often and to stay involved with bowls as social or competitive players, and as coaches, officials, spectators or volunteers.

## Our Core VALUES

Our core values will shape the culture of the Australian Bowls community, how groups work together and communicate. They draw on and promote our strengths and each supports the other. These core values – collaboration, innovation, customer focus and inclusiveness will define and guide our actions and behaviours.

**Collaboration** – Within the Australian Bowls community we will build strength and resilience in our organisations by working together; taking a more open, ‘whole of sport’ approach to what we do.

**Innovation** - We will be open to new ideas and different ways of thinking; we are prepared to be challenged; we are committed to sharing ideas and information; to displaying collective determination and drive for the benefit of all members of the Australian Bowls community. We believe this value also conveys our desire to continually seek to improve what we do and to embrace change when it can bring benefits for all.

**Customer Focus** - Everything we do stems from a focus on our end-users. We are committed to accurately identifying the specific motivators of our customers - current or potential participants in bowls; and to developing and delivering systems, programs and products designed specifically to meet these motivators.

**Inclusiveness** - We welcome, embrace and represent all members of the Australian community in our sport. We are a single sporting community drawn from all walks of life; we are inclusive of all backgrounds and ability levels; we represent contemporary Australian society.



# OUR STRATEGIC PRIORITIES

To achieve  
Our Common VISION  
we will prioritise:



# OUR PROOF POINTS:

## How we will measure our success:

### 1. Our Business Model

#### Good Governance

- Contemporary good practice governance systems are implemented across the entire Australian Bowls community.

#### Collaborative Leadership and Management

- A contemporary, collaborative approach to organisational planning and management is in place between BA and STAs, to ensure our sustainability by strengthening our collective financial position.
- Australian Bowls is recognised as a leader in the Australian sports industry and BA and STAs are widely regarded as employers of choice.

#### Building a Valued Brand

- The bowls brand is a united, relevant and purposeful brand, widely recognised throughout the sports industry and the wider Australian community.
- All STAs to have adopted a consistent logo by 2020.
- Commercial revenue to be 50% of total BA and STA revenue by 2022.

### 2. More Play

#### Connecting Communities

- More bowls clubs promoting and delivering meaningful and positive opportunities for their communities to engage with bowls.
- Celebration and reflection of community diversity through our sport.

#### More Participants and Competitors

- The creation, promotion and delivery of more relevant participation and competition opportunities for all members of the Australian Bowls community to engage in our sport in meaningful and positive ways.
- Grow participation in Jack Attack and Jr. Jack Attack programs.
- An increase in the number of Australians participating recreationally and/or competitively in bowls on a regular basis.
- Membership is viewed widely throughout the Australian Bowls community as a sub-set of participation - not the other way around.
- A bowls week promoted and delivered in clubs across Australia every year.

#### Building, Supporting and Rewarding the Bowls Workforce

- More skilled, supported and rewarded bowls coaches operating at all levels of the pathway.
- More skilled, supported and rewarded bowls officials, operating at all levels of the pathway.
- More skilled, supported and rewarded bowls volunteers and paid staff operating at all levels of the pathway.

#### Enhancing Our Delivery Infrastructure

- Greater and more efficient use of current bowls venues/facilities; and strengthening the investment case for new ones.

### 3. Winning Teams

#### World class performance pathways and support

- A detailed, evidence-based and clear national development framework in place which guides the optimal development and support of all elements of the bowls player, coach and official pathways.

#### World's best national teams

- Meet medal targets at 2018 and 2022 Commonwealth Games and 2020 World Championships.
- Australia to hold the #1 nation ranking.

### 4. Inspired Fans

#### Inspired Fans

- An improved bowls spectator experience for all and a consistently positive and welcoming experience at all state and national events.
- A database of 200,000 subscribers to our e-newsletters by 2022.
- Enhanced relationships with broadcast channels and partners to connect a wider audience.
- The development and promotion of more cutting edge digital content and products.
- Host commercially viable national and international events.
- Key social media metrics increasing each year.

### 5. Staying Ahead of the Game

#### More Targeted Research

- Greater investment in improving our understanding of why and how people currently engage with bowls and could engage in the future (players, spectators, coaches, officials, volunteers, commercial partners, non-participants and others) to improve decision-making across the game.
- Greater investment in improving and communicating our understanding of the health and well-being benefits of being a bowls participant.

#### Technology

- Enhanced system-wide use of technology.



# STRATEGIC PROJECTS

## What is our focus?



## STRATEGIC PROJECTS: What we will do.

- Create Working Parties to assist in the delivery of BOWLS UNLEASHED.
- Develop and implement a Shared Services Model for STAs.
- Develop and implement Good Governance Models for States, Districts, Zones and Clubs.
- Implement the BA Facilities and RLV Action Plan.
- Implement the BA National Participation Plan.
- Implement the BA Community Hub-Club Strategy.
- Implement the Bowls Club Enhancement initiative.
- Implement the recommendations in the 2016/17 High Performance Review.
- Develop and implement the BA Player Development Pathway Model.
- Develop and implement a BA Coaching Support framework.
- Conduct a High Performance Review in 2020.
- Develop an Action Plan based on the recommendations in the 2017 BA Events Review.
- Successfully stage the 2019 Asia Pacific Championships and the 2020 World Bowls Championships.
- Expand the BPL and BPL Cup.
- Expand the Australian Open.
- Implement the BA Digital Strategy Action Plan.
- Develop and implement a BA Marketing and Communication Strategy.
- Develop and implement a BA Commercial Strategy.
- Develop and implement a BA National Research Strategy.
- Expand Bowls Connect.



## OUR FUTURE NOW

BOWLS UNLEASHED builds on the work completed by BA and STAs and the wider Australian Bowls community over the last five years.

BOWLS UNLEASHED signals the start of an exciting new chapter in the life of Bowls in Australia and for everyone within the Australian Bowls community.

Every stakeholder in the Australian Bowls community has a role to play in helping to deliver BOWLS UNLEASHED to ensure our sport achieves its immense potential between 2018 and 2022 (and beyond).

Our activities and BA operations will be guided by this Strategic Plan, which will be monitored by the BA Board and reviewed regularly by the State Consultative Body.

Through trust, cooperation, connection and commitment, we can and will achieve the future success and sustainability of Bowls in Australia and our vision for all Australians to engage with bowls during their lifetime.





**BOWLS**  
AUSTRALIA

[www.bowls.com.au](http://www.bowls.com.au)