



**CONNECTING MORE PEOPLE TO BOWLS
– IN MORE WAYS – MORE OFTEN!**

BOWLS AUSTRALIA'S
2022-25
**STRATEGIC
PLAN**



**BOWLS
AUSTRALIA**

www.bowls.com.au

INTRODUCTION

Bowls Australia's purpose is **CONNECTING MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN!**

Building on the success of previous Strategic Plans, BA's Strategic Plan 2022-2025 provides the blueprint for how BA will collaborate with purpose with our State and Territory Associations (STAs), clubs and other key partners, to futureproof BA and the sport, as we drive towards 2025 – and beyond.

This plan has been developed to:

- Provide clarity of purpose to the BA Board, staff, sponsors and all other stakeholders;
- Ensure BA is focusing on what is most important to our current and future sustainability and success;
- Support the future capability and sustainability of STAs and clubs; and
- Ensure the successful and sustainable future of Bowls in a rapidly changing Australian sport and active recreation landscape.

RISING TO THE CHALLENGE

Prior to the COVID-19 pandemic the increasingly dynamic nature of the Australian sporting landscape meant the sustained success of Bowls and its delivery system (BA, STA and clubs) was never assured. The Pandemic continues to present new challenges to the future of our sport and the organisations, which manage its delivery.

Bowls is well placed to capitalise on the challenges presented by the impact of the Pandemic and other changes in the sport and active recreation landscape - and how we plan to achieve this is outlined in this Strategic Plan.

In rising to these challenges, we are taking an “opportunity focused approach” to how we plan for the future of BA and Bowls in Australia.

ALIGNED PLANNING FRAMEWORK

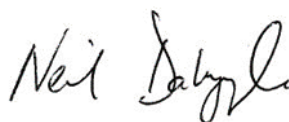
This year BA and STAs are working together to develop an aligned 2022-2025 strategic planning framework. This approach will see our Strategic Plans align in timeframe (2022-2025) and in areas of mutual priority, whilst also ensuring local needs are prioritised.

BA and STAs are committed to fulfilling our roles and responsibilities within the Australian Bowls landscape to the very best of our ability.

We believe in our common purpose and values, together with the strategic priorities and projects identified in this Strategic Plan and the STA specific Plans. Now it's time to deliver – it's time to future proof Bowls by **CONNECTING MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN!**



Bob Boorman
President
July, 2022



Neil Dalrymple
Chief Executive Officer
July, 2022

Bowls Australia - OUR WAY!

OUR VISION

For all Australians to engage with Bowls during their lifetime.

OUR PURPOSE

To future proof Bowls by: **CONNECTING MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN!**

OUR VALUES

Our values define our character and guide how we behave when it matters most.

Care – We passionately care about the future of our sport and the people within our Bowls community.

Accountability – We do what we say we will do, when we say we will do it. We do what is right for Bowls – always.

Respect – We value everyone within the Bowls community and 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.

OUR ENABLERS

Governance and Operating Models – Our governance and operating models are industry leading and well placed to support a bright future for organisation.

Communication – We will regularly use our voice to inform, support and encourage positive change.

Insights – We capture, analyse and share high quality information to make evidence-based decisions.

Innovation – We are committed to continuous innovation, transforming the way people connect with Bowls, offering outstanding experiences for all.

Diversity – We will promote and celebrate the inclusivity of Bowls, continuing to broaden the sport's appeal for new participants to enjoy.

OUR STRATEGIC PRIORITIES



WHAT'S MOST IMPORTANT TO US

OUR STRATEGIC PROJECTS

To bring BA's Strategic Plan 2022-2025 to life, some new projects are warranted in addition to our "business as usual" activities. Critically, each project outlined below aligns with one (and in most cases multiple) strategic priority areas and will be designed to bring about the achievement of specific Success Indicators. The successful delivery of these projects will help us achieve our purpose of **CONNECTING MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN!**

SEE IT

Elevate our sport and brand to a new place of prominence, drawing greater numbers of participants and larger audiences to the sport and connecting more people with Bowls in positive ways.

SUCCESS INDICATORS

- Marketing, communications, and media strategies aligned to drive the increased visibility of Bowls and our diverse community with increased key media metrics
- Whole of sport utilisation of BowlsLink
- Increased involvement by all ages, abilities, genders and cultures within our sport i.e. participation; membership; boards and committees; coaches; officials and staff
- Increased profile of the Australian Jackaroos with national players highly visible in a key strategy to promote the sport
- BA is an active, proactive, highly valued and leading member of World Bowls and the global Bowls community

STRATEGIC PROJECTS/ACTIONS

- Implement the Marketing, Brand and Communications Strategy
- Grow media interest in the Australian Open, the Nationals, BPL and BPL Cup
- Implement our National Facilities Strategy
- Implement our National Digital Strategy
- Grow the use of BowlsLink

PLAY IT

More people playing Bowls in more ways, more often.

SUCCESS INDICATORS

- We listen to the changing needs and wants of our marketplace and members. We will adjust and create game formats to reflect the needs of our marketplace and members
- Increased participation in BA programs and events
- More volunteers, coaches and officials entering and continuing in the Bowls workforce

STRATEGIC PROJECTS/ACTIONS

- Undertake a Game Format and Participation (Formal and Informal) Products Review
- Implement our National Participation Strategy
- Implement the Women in Bowls Strategy
- Implement a Diversity and Inclusion Strategy

WIN IT

World's best performance pathways and national teams.

SUCCESS INDICATORS

- Australia is the leading nation at the World Bowls Championships and Commonwealth Games
- An integrated, performance-driven, coach-led, athlete-focused and expert supported national HP system is in place
- A world class/industry leading High Performance pathway to assist athletes' progression through Pathway to Podium

STRATEGIC PROJECTS/ACTIONS

- Implement our National HP Strategy
- Conduct an external HP Review following the 2022 Commonwealth Games
- Continue the feasibility study for a National Bowls Centre

SUPPORT IT

Tailor our support to STAs, clubs and people facilitating Bowls programs, to inspire and empower them to create outstanding local experiences.

SUCCESS INDICATORS

- BA meets all Sport Australia Governance Principles
- An aligned national planning framework is in place between BA and all STAs, supported by a roles and responsibilities framework
- Increased environmental and sustainability initiatives occurring across the sport
- Commercial revenue is 50% of total BA revenue by 2024 – with increased external funding from government, commercial and industry partners and a reduced reliance on Affiliation fees
- Federal, state/territory and local government agencies; along with current and future commercial partners, recognise the value and community benefit of Bowls in Australia
- High quality resources, systems, policies and training opportunities are in place to attract, develop, support and retain the Bowls workforce (both volunteer and professional)
- BA and STAs have a greater and more valued presence and impact on clubs, via an expanded RBM network
- Real time participation and membership data is easily accessible by BA, STAs and Clubs
- Devise and implement policies, services and systems that make life better for all bowlers, BA, STAs and clubs, prioritising integrity, digital and technology initiatives

STRATEGIC PROJECTS/ACTIONS

- Implement our Bowls in Australia Roles and Responsibilities Framework
- Implement our Commercial Strategy
- Implement a Government Relations Strategy
- Implement a Coach and Official Development Strategy
- Implement recommendations from 2021 Governance review
- Gather more research, data analysis and insights to support our decisions and direction
- Implement our Environmental Sustainability Strategy
- Re-examination of affiliation models

SUMMARY

Our Strategic Plan will be delivered by us living our values and working together as one Bowls community.

BA's operational focus between 2022 and 2025 will be driven by this document – used by staff, monitored by the Board, formally reviewed annually with regular progress reports to the STAs and our members. Importantly, BA will develop strategies and plans, which incorporate financial allocations for each strategic project. We will successfully complete our projects in a timely manner, to the highest possible standard and ensure the financial management of BA always remains sound.

Between 2022 and 2025, 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 of people engaging in all forms of Bowls, focusing on how they engage, how often, when, where and why they participate.

We will also measure satisfaction levels across a range of areas, including BA events; coach, official, administrator and volunteer development programs and resources, staff and director satisfaction, as well as commercial, broadcast and government partners' satisfaction, to ensure we do what we say we will do and that we are doing it well.

We will concentrate on our commercial success, ensuring the ongoing financial sustainability of BA, which will allow us to invest back into the sport.

The sustained success of the Australian Jackaroos on the world stage, increased membership and participation, new and innovative participation products and events, and greater connection with our STAs and clubs, will all help us achieve our strategic priorities, and in doing so, to achieve our purpose:

CONNECTING MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN!





BOWLS

AUSTRALIA

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