



STRATEGIC PLAN

2014 - 2018

BACKGROUND

Following the adoption of a new Bowls Tasmania Inc Constitution in November 2011, the current Bowls Tasmania Board has initiated the development and implementation of a Strategic Plan to cover the next five years to 2018.

The Strategic Plan aims for, in the first instance, to ensure the delivery of all the Objects of the Association as contained within the Constitution and to clearly set out the key objectives for Bowls Tasmania to strive to attain over the next five years.

This Plan follows on from an initial Plan developed for the period 2004-2006, with revisions completed for 2008-2012. Furthermore, it encompasses and addresses the six Strategic Priorities and Initiatives as contained within the recently endorsed "Bowls in Australia Strategic Plan 2013-2017".

Its implementation will not only provide Bowls Tasmania with the opportunity to guide and monitor the formulation, management and assessment of its strategic directions but also allow Regional Authorities, Bowls Australia, Clubs and other key stakeholders to have input and knowledge of the key direction in which the sport will be taking in the ensuing years.

The Plan has been developed over the past 4 months with input and comment being obtained from all our key stakeholders, with the aim being for endorsement and implementation at the Australian Sides Championships in Burnie on 30 March 2014.

The following strategy and timelines have been adopted for the development, approval and implementation of the Plan to help facilitate the growth of the sport in the State over the years ahead:

DATE	ORGANISATIONS	PURPOSE
October 2013	BT	Set out and compilation of first draft.
November 2013	BT, RCC's & BA.	Discussion of first draft.
March 2014	BT	Comments incorporated in draft and presented to BT Board for adoption.
March 2014	BT & BA.	Final Strategic Plan forwarded to BA and endorsement sought.
March 2014	BT & BA.	Media launch at Sides Championships.
April 2014	BT	Implementation of Strategic Plan.

BT: Bowls Tasmania
RCC's: Regional Consultative Committees
BA: Bowls Australia

SWOT ANALYSIS

A SWOT Analysis has been conducted which identifies the current strengths, weaknesses, opportunities and threats of/to Bowls Tasmania:

STRENGTHS

- FINANCIALLY SOUND
- PARTICIPATION ACROSS THE STATE IS GOOD
- BOWLS AUSTRALIA BACKING/SUPPORT
- OWNERSHIP OF OVER 60'S PARTICIPATION IN SPORT
- PEAK BODY FOR BOWLS IN TASMANIA
- PRO ACTIVE MANAGEMENT TEAM
- NEW CONSTITUTION

WEAKNESSES

- LACK OF COMPLIANCE WITH ADMINISTRATIVE PROCEDURAL MATTERS
- LACK OF RESPECT FROM STAKEHOLDERS
- LACK OF NO CLEAR GOAL SETTING
- DECLINING SPONSORSHIP
- LACK OF COMMUNICATION
- FINANCIAL VULNERABILITY
- CONSTITUTIONAL CONSTRAINTS
- EVENT ORGANISATION
- PREVAILING 50-70'S CULTURE
- LACK OF VISION BY SOME REGIONS AND BOWLS CLUBS
- IT CAPABILITIES OF CLUB ADMINISTRATORS

OPPORTUNITIES

- **STREAMLINE MANAGEMENT STRUCTURES FOR BOWLS IN TASMANIA**
- **INCREASE SPONSORSHIP**
- **PLAN FOR THE FUTURE AND PROVIDE THE GAME OF BOWLS IN TASMANIA WITH A FIRM DIRECTION**
- **RESTORE STAKEHOLDER RESPECT**
- **ESTABLISH PROCEDURAL GUIDELINES**
- **OWN THE 35-60 AGE GROUP IN BOWLS**
- **UNIFICATION OF MEN'S & LADIES NORTH WEST ASSOCIATIONS**
- **INCREASE OUR COMPETITIVENESS AT NATIONAL COMPETITIONS**
- **ENGAGE YOUNGER PEOPLE IN THE ADMINISTRATION OF BOWLS**

THREATS

- **NON COMPLIANCE/SUPPORT TO REGIONAL DIRECTIVES**
- **LOSS OF GOVERNMENT FINANCIAL SUPPORT**
- **OTHER COMPETING LEISURE/SOCIAL ACTIVITIES**
- **DECLINING PARTICIPATION NUMBERS**
- **LACK OF VISION AND INNOVATION TO MOVE FORWARD
(REGIONS & BOWLS CLUBS)**

BOWLS TASMANIA

Strategic Plan 2014-2018

Vision: Bowls - the sport for life

Mission: To grow the sport of bowls in Tasmania

Core Values:

- Collaborative - State unity through collaborative governance, leadership, management and administration
- Professionalism - demonstrated through integrity and ethical behaviour
- Respect and diversity - demonstrated through the creation of a positive feeling to the sport of bowls and the increasingly diverse range of individuals associated with the sport as participants, volunteers and employees
- Progressive - adapt to the changing needs of society
- Innovative - creation of more effective products, processes and services
- Service excellence - quality member service provision
- Evidence based decision making - adopt a systematic research focused approach to inform sustainable decisions and policy formulation
- Communities - create a sense of community through bowls

Whilst it is acknowledged and agreed that the above Core Values are those of Bowls Australia, Bowls Tasmania concurs and supports them as being very applicable for the efficient and effective delivery of bowls administration in this State.

OBJECTIVES

The following objectives have been compiled utilising the "Bowls in Australia" Strategic Plan (BASP) and key issues identified under the heading of "Strategic Priorities and Initiatives" for 2013-17. Many of these Priorities and Initiatives are very applicable for the future direction of bowls in Tasmania and have been included, together with other specific/local objectives (BTAS) identified for the improved delivery of bowls administration and development within the State.

Strategic Priority 1: PARTICIPATION:

BASP

- ✓ To research, develop and package a suite of programs and game formats available to clubs to match key segments of the marketplace.
- ✓ To develop systems and incentives that facilitates broadening participation numbers to include both traditional forms of membership and social participants.
- ✓ To develop incentives/programs that encourages and benefits clubs to share membership statistics.
- ✓ To ensure the bowls workforce has access to education and resources designed to enhance quality service delivery.
- ✓ To facilitate the development of the CDO program to ensure the services provided to bowls stakeholders are relevant and valued.
- ✓ To enhance the effectiveness of the CDO program by creating a national club membership officer system.
- ✓ To develop a range of resources to enable the standardisation of club facilities to assist promote the sport through membership recruitment and retention.

BTAS

- ✓ Investigate and compile options for increasing bowls participation within the State.
- ✓ Investigate and compile options for increasing participation in State run events.
- ✓ Investigate and compile "best practice" coaching strategies for implementation on a state wide basis.
- ✓ Provide greater promotion of game formats for utilisation by state wide Clubs in the delivery of their events, barefoot bowls and school programs.
- ✓ In conjunction with all Regions review and compile one set of "Conditions of Play" for Pennant play within the State.
- ✓ Establish a Tasmanian bowlers Hall of Fame.

Strategic Priority 2: HIGH PERFORMANCE:

BASP

- ✓ To maintain and promote Australia's position on "pure" performance in sport in conjunction with ASADA.
- ✓ To establish high performance programs that link to the institutes of sport, universities, regional academies and other centres of excellence providers.

BTAS

- ✓ Investigate and implement a high performance plan for Tasmanian elite bowlers.
- ✓ Establish links with the TIS, relevant State universities and any other centre of excellence providers for the development of the sport.

- ✓ Research and implement best practice coaching and officiating structures within the State.
- ✓ Maintain a State wide calendar of high performance events (to be embedded in yearly events calendar).
- ✓ Review and compile new policies for all State representative teams.

Strategic Priority 3: EVENTS:

BASP

- ✓ To develop a classification and ranking system of all events and to ascertain the strategic relevance of every event.
- ✓ To implement a strategic events calendar that aligns with the strategic objectives of the sport.
- ✓ To develop and implement sustainable business models relevant to an event's strategic objective to maximise revenues, branding and promotion opportunities for bowls.

BTAS

- ✓ Review State run events for sustainability in a business environment as well as the applicability and timing of all events.
- ✓ Review the structures and policies for the conducting of State run events with a particular focus on providing a more consistent and understandable format for each event.

Strategic Priority 4: COMMERCIAL DEVELOPMENT:

BASP

- ✓ To develop and implement a participation-focused whole-of-sport sponsorship plan.
- ✓ To identify and implement an event-focused whole-of-sport sponsorship plan.
- ✓ To develop and implement a plan that maximises funds from all government sources to support sport development priorities.
- ✓ To develop and institute a national whole-of-sport IT strategy, including national website integration.
- ✓ To grow revenue via the national merchandising program.
- ✓ To formulate a digital (including broadcast) strategy to access and maximise commercial opportunities.

BTAS

- ✓ To develop and implement a Bowls Tasmania marketing plan.
- ✓ Investigate options for a commercial advertising product for telecasting within the State.
- ✓ To develop a State wide revenue source "buyer's card" for the use and benefit of Bowls Tasmania, Regions and Bowls Clubs.

Strategic Priority 5: LEADERSHIP/GOVERNANCE:

BASP

- ✓ To develop a government liaison, advocacy and communications strategy at federal, state and local level.
- ✓ To implement whole-of-sport good governance practices.

- ✓ To facilitate the ongoing unification of men's and women's associations and clubs.
- ✓ To review the current capitation model and undertake financial modelling with the aim of developing a financial structure that is sustainable.
- ✓ To develop nationwide membership categories consistent with the club bowls marketplace and promoted throughout the bowls community.
- ✓ To evaluate the actual cost or value of core services provided by BA /STA's.

BTAS

- ✓ To identify relevant State based Boards and Government bodies for joining and networking for the benefit of Bowls Tasmania.
- ✓ To undertake the unification of ladies and men's Associations within the North West Coast Region.
- ✓ To instigate a process to ensure the financial viability of Tasmanian bowls clubs.
- ✓ Review both internal and external Bowls Tasmania operational procedures for functionality and applicability in its current operating environment.
- ✓ Seek to establish more cooperative and cohesive working relationships with all Regions for the efficient delivery of bowls administration within the State.

Strategic Priority 6: COMMUNICATIONS:

BASP

- ✓ To create a national brand for bowls in Australia.
- ✓ To develop a national participation campaign.

- ✓ To develop and implement a unified internal and external communications plan.
- ✓ To develop and implement marketing strategies utilising social media to engage with the bowls community.
- ✓ To develop a bowls ambassador program.
- ✓ To identify, recognise and market celebrity bowlers.

BTAS

- ✓ To develop and implement communication options so as to provide more exposure and promotion of the sport within the State and improved dissemination of information to Regions and Clubs.

ACTION PLANS

PARTICIPATION

BA Objective	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To research, develop and package a suite of programs and game formats available to clubs to match key segments of the marketplace.	Bowls Tas to work with BA, CDO's & other STA's.	Board & EO	2015/16	Ongoing	New game formats and programs introduced.
To develop systems and incentives that facilitates broadening participation numbers to include both traditional forms of membership and social participants.	Bowls Tas to work with BA, CDO's & Clubs.	Board & EO	2015/17	Ongoing	Systems and incentives developed.
To develop incentives/programs that encourages and benefits clubs to share membership statistics.	Bowls Tas to work with BA & other STA's.	Board & EO	2016/17	Ongoing	Incentives/ Programs developed.
To ensure the bowls workforce has access to education and resources designed to enhance quality service delivery.	Bowls Tas to work with BA & other STA's.	Board & EO	2016/17	Ongoing	Education and resources provided.
To facilitate the development of the CDO program to ensure the services provided to bowls stakeholders are relevant and valued. To enhance the effectiveness of the CDO program by creating a national club membership officer system.	Bowls Tas to work with BA, STA's and Clubs.	Board & EO	2014/17	Ongoing	CDO program developed. National club membership officer implemented.

BA Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To develop a range of resources to enable the standardisation of club facilities to assist promote the sport through membership recruitment and retention.	Bowls Tas to work with BA, STA's, CDO's & Clubs.	Board & EO	2016/17	Ongoing	Resources developed.

Bowls Tas Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
Investigate & compile options for increasing bowls participation within the State.	Set up Working Party to investigate and report.	Board & EO	2014/15	Ongoing	Working Party report received.
Investigate & compile options for increasing participants in State run events.	Set up Working Party to investigate.	Board & EO	2014/15	Ongoing	Working Party report received.
Investigate and compile "best practice" coaching strategies for implementation on a state wide basis.	Set up Working Party to investigate.	Board & EO	2014/15	Ongoing	Working Party report received.
Provide greater promotion of game formats for utilisation by state wide Clubs in the delivery of their events, barefoot bowls and school programs.	Obtain game formats and promote to Clubs.	Board & EO	2014/15	Ongoing	Game formats provided to Clubs.
In conjunction with all Regions review and compile one set of "Conditions of Play" for Pennant play within the State.	Set up Working Party to investigate.	Board & EO	2014/15	Ongoing	Working Party report received.
Establish a Tasmanian bowlers Hall of Fame.	Set up Working Party to investigate.	Board & EO	2014/15	Ongoing	Working Party report received.

HIGH PERFORMANCE

BA Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To maintain and promote Australia's position on "pure" performance in sport in conjunction with ASADA.	Bowls Tas to work with BA & STA's.	Board & EO	2014/18	Ongoing	Sport remains "pure".
To establish high performance programs that link to the institutes of sport, universities, regional academies and other centre of excellence providers.	Bowls Tas to work with BA & STA's.	Board & EO	2015/16	Ongoing	Links established.

Bowls Tas Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
Investigate and implement a high performance plan for Tasmanian elite bowlers.	Set up Working Party to investigate and report.	Board & EO	2014/15	Ongoing	Working Party report received.
Establish links with the TIS, relevant State universities and any other centre of excellence providers for the development of the sport.	Contact to be made for the establishment of relationships.	Board & EO	2014/15	Ongoing	Links confirmed.
Research and implement best practice coaching and officiating structures within the State.	Set up Working Party to investigate and report.	Board & EO	2014/15	Ongoing	Working Party report received.
Maintain a State wide calendar of high performance events (to be embedded in yearly events calendar)	Calendar of events to be compiled.	Board & EO	2014/15	Ongoing	Calendar of events compiled.
Review and compile new policies for all State representative teams.	Current policies reviewed and updated for currency and applicability.	Board & EO	2014/15	Ongoing	Policies developed and implemented.

EVENTS

BA Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
<p>To develop a classification and ranking system of all events and to ascertain the strategic relevance of every event.</p> <p>To implement an events calendar that aligns with the strategic objectives of the sport.</p>	Bowls Tas to work with BA, STA's & Clubs.	Board & EO	2014/15	Ongoing	<p>System developed.</p> <p>Events calendar implemented.</p>
To develop and implement sustainable business models relevant to an event's strategic objective to maximise revenues, branding and promotion opportunities for bowls.	Bowls Tas to work with BA & STA's.	Board & EO	2014/15	Ongoing	Business models implemented.

Bowls Tas Objective	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
Review State run events for sustainability in a business environment as well as the applicability and timing of all events.	Set up Working Party to investigate and report.	Board & EO	2014/15	Ongoing	Working Party report received.
Review the structures and policies for the conducting of State run events with a particular focus on providing a more consistent and understandable format for each event.	Set up Working Party to investigate.	Board & EO	2014/15	Ongoing	Working Party report received.

COMMERCIAL DEVELOPMENT

BA Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To develop and implement a participation focused whole-of-sport sponsorship plan.	Bowls Tas to work with BA & other STA's.	Board & EO	2015/16	Ongoing	BA sponsorship plan developed.
To identify and implement an event focused whole-of-sport sponsorship plan.	Bowls Tas to work with BA & other STA's.	Board & EO	2015/16	Ongoing	BA sponsorship plan developed.
To develop and implement a plan that maximises funds from all government sources to support sport development priorities.	Bowls Tas to work with BA & other STA's.	Board & EO	2014/15	Ongoing	Plan developed.
To develop and institute a national whole-of-sport IT strategy, including national website integration.	Bowls Tas to work with BA & other STA's.	Board & EO	2014/15	Ongoing	IT strategy instituted.
To grow revenue via the national merchandise program.	Bowls Tas to work with BA and other STA's.	Board & EO	2014/16	Ongoing	Revenue increased.
To formulate a digital (including broadcast) strategy to access and maximise commercial opportunities.	Bowls Tas to work with BA and other STA's.	Board & EO	2015/16	Ongoing	Digital strategy formulated.

Bowls Tas Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To develop and implement a Bowls Tasmania marketing plan.	Marketing plan compiled.	Board & EO	2014	Ongoing	Marketing plan implemented.
Investigate options for a commercial advertising product for telecasting within the State.	Identify products available and work with commercial development to implement.	Board & EO	2014/15	Ongoing	Advert confirmed.
To develop a State wide revenue source "buyer's card" for the use and benefit of Bowls Tasmania, Regions and bowls clubs.	Investigate and work with likely corporate partners.	Board & EO	2014/15	Ongoing	"Buyers card" introduced.

LEADERSHIP & GOVERNANCE

BA Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To develop a government liaison, advocacy and communications strategy at federal, state and local level.	Bowls Tas to work with BA & other STA's.	Board & EO	2016/17	Ongoing	Strategy developed.
To implement whole-of-sport good governance practices.	Bowls Tas to work with BA, other STA's & Clubs.	Board & EO	2015/16	Ongoing	Good governance practices implemented.
To facilitate the ongoing unification of men's and women's associations and clubs.	Bowls Tas to work with BA & other STA's.	Board & EO	2015/16	Ongoing	Unification issues advanced.
To review the current capitation model and undertake financial modelling with the aim of developing a financial structure that is sustainable. To develop nationwide membership categories consistent with the club bowls marketplace and promoted throughout the bowls community.	Bowls Tas to work with BA & other STA's.	Board & EO	2015/16	Ongoing	Sustainable financial structure obtained. Membership categories confirmed.
To evaluate the actual cost or value of shared services provided by BA/STA's.	Bowls Tas to work with BA and other STA's.	Board & EO	2016/17	Ongoing	Evaluation completed.

Bowls Tas Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To identify relevant State based Boards and Government boding for joining and networking for the benefit of Bowls Tasmania.	Undertake investigations for likely partners with a view to forming working relationships.	Board & EO	2014/15	Ongoing	Working relationships confirmed.
To undertake the unification of ladies and men's Associations on the North West Coast.	Set up Working Party with terms of reference and timelines for the undertaking of the task.	Board & EO	2014/15	Ongoing	Unification completed.
To instigate a process to ensure the financial viability of Tasmanian bowls clubs.	Undertake investigations for likely partners to assist with confirming financial viability of clubs.	Board & EO	2015/16	Ongoing	Process implemented.
Review both internal and external Bowls Tasmania operational procedures for functionality and applicability in its current operating environment.	Set up Working Party to investigate.	Board & EO	2014/15	Ongoing	Working Party report received.
Seek to establish more cooperative and cohesive working relationships with all Regions for the efficient delivery of bowls administration within the State.	Discussions to be held to seek a formal working agreement for the future.	Board & EO	2014/15	Ongoing	Formal working agreement agreed and implemented.

COMMUNICATIONS

BA Objectives	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To create a national brand for bowls in Australia.	Bowls Tas to work with BA & other STA's.	Board & EO	2015/16	Ongoing	National brand developed.
To develop a national participation campaign.	Bowls Tas to work with BA & other STA's.	Board & EO	2014/15	Ongoing	Campaign developed.
To develop and implement a unified internal and external communications plan.	Bowls Tas to work with BA & other STA's.	Board & EO	2014/15	Ongoing	Communications plan implemented.
To develop and implement marketing strategies utilising social media to engage with the bowls community.	Bowls Tas to work with BA & other STA's.	Board & EO	2014/15	Ongoing	Social media strategies implemented.
To develop a bowls ambassador program.	Bowls Tas to work with BA & other STA's.	Board & EO	2015/16	Ongoing	Program developed.
To identify, recognise and market celebrity bowlers.	Bowls Tas to work with BA and other STA's.	Board & EO	2016/17	Ongoing	Celebrity bowlers marketed.

Bowls Tas Objective	Actions	Action Officer	Time Frame	Current Status	Performance Indicator
To develop and implement communication options so as to provide more exposure and promotion of the sport within the State and better dissemination of information to Regions and Clubs.	Set up Working Party to investigate.	Board & EO	2014/15	Ongoing	Working Party report received.