



**The Strategic Plan for enhanced collaboration
and the growth of Bowls in
The Capital Region (2022-2025)**

BOWLS UNLEASHED 2025

**STRATEGIC
PLAN**



**BOWLS
ACT**

www.bowlsact.org.au

OUR PLAN ON A PAGE

BOWLS UNLEASHED 2025

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

This strategic plan provides the blueprint for how Bowls ACT will collaborate with our member clubs and other key partners to achieve our vision and purpose between 2022 and 2025.

Our vision for Bowls in the Capital Region: For all members of our community to connect with Bowls during their lifetime.

Bowls ACT purpose: To support our member clubs 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 the Capital Region.

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.

Care – We passionately care about the thriving 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 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.

WHAT IS MOST IMPORTANT TO US: OUR STRATEGIC PRIORITIES



OUR ENABLERS

GOVERNANCE AND OPERATING MODELS

Our governance, leadership, financial, operating models and communications systems are strongly positioned to support our organisation's future.

PEOPLE AND PARTNERSHIPS

We attract, develop, support, recognise and retain the people and partnerships needed to effectively deliver our Strategic Plan.

INNOVATION

As a Bowls community we are committed to reinventing how Bowls is positioned, transforming the way people connect with the sport in meaningful and positive ways.

INSIGHTS

We collect, analyse and share high quality information in order to make evidence-based decisions for the future of Bowls in the Capital Region.

TECHNOLOGY

We embrace new technologies and systems to deliver improved services and support to the Capital Region Bowls community.

WHAT IS BOWLS UNLEASHED 2025?

BOWLS ACT'S PURPOSE IS: TO SUPPORT OUR MEMBER CLUBS TO CONNECT MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN.

BOWLS UNLEASHED 2025 has been developed to:

- Provide clarity of purpose to Bowls ACT (Board, committees and staff) and to our member clubs.
- Build trust amongst all elements of the Bowls community.
- Maximise the relevance, visibility, and impact of Bowls within the Capital Region.
- Enhance collaboration and growth within the Capital Region Bowls Community.
- Ensure Bowls ACT and our member clubs are focusing on what is most important to our current and future sustainability and success.
- Support the future capability and sustainability of our member clubs.

WHAT DOES SUCCESS LOOK LIKE - A SNAPSHOT

- Levels of trust and respect between clubs and Bowls ACT is at an all-time high.
- Bowls ACT membership is viewed widely throughout the Capital Region Bowls community as a sub-set of participation... not the other way around.
- More people in the Capital Region know what Bowls is in its various forms, what it can offer them, and where and how they can get involved.
- More people are connecting with clubs in more ways, more often.
- More clubs are delivering social and modified game / competition formats to more people.
- New and improved Bowls ACT events are connecting more people with clubs, Bowls ACT and the sport.
- Bowls ACT's reliance of 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 the Capital Region is far from assured.

Bowls ACT 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 our region. As we deliver this strategic plan, Bowls ACT and member clubs will need to make some tough decisions ...

Together, we will do what is best for the future of Bowls in the Capital Region - ALWAYS!

OUR ALIGNED PLANNING FRAMEWORK

In 2022, Bowls Australia (BA) and their member State and Territory Associations (STAs) worked together to develop an aligned 2022-2025 strategic planning framework. This approach sees STA and BA Strategic Plans aligning in time-frames (2022-2025) and in areas of mutual priority, whilst also ensuring local needs are prioritised, as required.

We are committed to fulfilling our roles and responsibilities within the Australian Bowls landscape to the very best of our ability. We are now looking forward to working with our member clubs to maximise how this strategic plan aligns with their own future plans. We believe in our purpose and values, together with the strategic priorities and projects identified in this plan.

Now it's time to deliver – it's time to support our member clubs to **CONNECT MORE PEOPLE TO BOWLS – IN MORE WAYS – MORE OFTEN.**

WHAT IS MOST IMPORTANT TO US

OUR PRIORITIES AND PROJECTS

SEE IT - Achieving landmark visibility of Bowls to connect more people in the Capital Region with Bowling Clubs

SUCCESS INDICATORS

- Increased event live streaming, social media and other digital metrics annually.
- Accurate participation and membership data is used to promote the sport and its positive community impact in the Capital Region.
- Our digital systems allow us to efficiently connect with the Bowls community and for them to connect with us.
- Greater levels of diversity within all elements of the Australian Bowls community – i.e. participation, membership, Boards and committees, coaches, officials and staff.

STRATEGIC PROJECTS/ACTIONS

- Develop and implement a Bowls ACT Live **Streaming and Social Media Strategy**.
- Activate the **Digital Infrastructure** opportunity within the Bowls ACT Fit-4-Future Purpose Clubs Action Plan.
- Activate a Bowls in the Capital Region **Community Impact Study**.

Note: Bowls ACT will engage with BA and other STAs in relation to the following National Projects, to minimise duplication and maximise the benefits to Bowls in our region:

- National Membership and Participation QR Code Project in the Capital Region.
- National Diversity and Inclusion Strategy.
- National Digital Strategy.

PLAY IT - More people in the Capital Region playing Bowls in more ways more often

SUCCESS INDICATORS

- Retention: More people continuing to play, coach and officiate Bowls in the Capital Region annually.
- Recruitment: More first-time players, coaches and officials in the Capital Region annually.
- Increased participation in BACT managed events annually.
- Growth in BPL Cup participation in the Capital Region.
- More clubs facilitating the delivery of contemporary social / recreational Bowls offerings to more people annually.
- More players, coaches and officials progressing through a clearly articulated BACT talent pathway, into BA high performance programs annually.
- BACT and club revenue streams attached to social Bowls participation increases annually.

STRATEGIC PROJECTS/ACTIONS

- Use the Sport Australia Participation Design Toolkit and its associated resources to develop a **BACT Participation Growth Strategy**.
- Activate the **1-Bowls Community Membership Model** opportunity within the Bowls ACT Fit-4-Future Purpose Clubs Action Plan.
- Activate the **BACT Events and Competitions** opportunity within the Bowls ACT Fit-4-Future Purpose Clubs Action Plan.

Note: Bowls ACT will engage with BA and other STAs in relation to the following National Projects, to minimise duplication and maximise the benefits to Bowls in our region:

- National Women in Bowls Strategy.
- National Game Format and Participation Products Review.

SUPPORT IT - Tailoring our support to clubs, helping them to enhance the experience and grow Bowls locally

SUCCESS INDICATORS

- Improved Bowls ACT and Club member and participant satisfaction levels (via a Net Promoter Score) annually.
- More clubs and individuals accessing quality BA / Bowls ACT resources, designed to support clubs to enhance their operations and grow Bowls.
- Bowls maintains a club footprint in the Capital Region capable of growing the sport into the future.
- More clubs aware of and applying for government funding to support their operations.
- More clubs with sustainable business models in place.
- More clubs using strategic plans, which align with the Bowls ACT strategic plan, where beneficial, to guide their operations.

STRATEGIC PROJECTS/ACTIONS

- Activate the **1 Size Does Not Suit All Club Planning** opportunity within the Bowls ACT Fit-4-Future Purpose Clubs Action Plan.
- Activate the **Professionalising the ACT and Region's Bowls Workforce** opportunity within the Bowls ACT Fit-4-Future Purpose Clubs Action Plan.
- Implement annual **Bowls ACT and Club specific member / participant satisfaction surveys**.
- Promote and deliver **biennial Club Administrator Summits** to provide information, training and inspiration to clubs and to connect club committees with each other and with Bowls ACT and Bowls Australia.
- Implement a cost effective and club focused work space model which sees **the BACT Executive Officer / Regional Bowls Manager operate from multiple sites, including all multiple clubs on a rational basis; as well as a home office.**

OUR ENABLERS

SUCCESS INDICATORS

- Bowls ACT meets all Sport Australia Governance Standards
- Increased and diversified revenue streams are sourced to ease our reliance on membership fees by 2025.
- Sustainable BACT annual operating budgets are in place.
- A high quality risk management framework is in place to safeguard Bowls ACT and the sport.
- The Bowls ACT staff and committee structure directly aligns with the effective and efficient achievement of this strategic plan (strategy – structure – people).
- Bowls ACT accesses National (Shared) Services initiatives which make life better for BACT and clubs.

STRATEGIC PROJECTS/ACTIONS

- Activate the **Centrally Managed Services** opportunity within the Bowls ACT Fit-4-Future Purpose Clubs Action Plan.
- Develop and implement a Bowls ACT **Commercial Strategy**, designed to diversify and increase revenue streams.
- Assess **Bowls ACT governance structures** and systems against the current Sport Australia - Sport Governance Standards and make all necessary improvements.
- Maintain a Bowls ACT **Risk Management Policy** and Register.
- Undertake a review of the Bowls ACT **committee structure** and implement endorsed recommendations.

OUR COMMITMENT TO THIS STRATEGIC PLAN

This strategic plan will be delivered by living our values and working together as one Bowls community.

Bowls ACT's operations between late 2022 and 2025 will be guided by this document – used by staff, monitored by the Board and formally reviewed annually. Importantly, Bowls ACT 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 ACT 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 also measure satisfaction levels across a range of areas, including events; coach, official, administrator and volunteer development programs and resources; staff and director satisfaction; as well as commercial and government partners' satisfaction, to ensure we do what we say we will do and that we're doing it well.

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

The sustained success of Capital Region bowlers and teams in national events; increased participation in new and innovative participation products and events; and greater connection with our clubs, will all help us achieve our strategic objectives, and in doing so, to achieve our purpose...

**To support our member clubs
to CONNECT MORE PEOPLE TO BOWLS –
IN MORE WAYS – MORE OFTEN!**





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