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Introduction

Message from the President of Bowls SA

Upon unification of the Royal SA Bowling Association and SA Women's Bowling Association to form Bowls SA it was important to develop a Strategic Plan for the new organization to aid its initial transition. That Plan, 2004-2007 has now served its purpose and provided a general direction for where the new administration believed the sport should be heading.

It is relevant to point out that the parts of the initial Plan that worked well for Bowls SA are included in this new Strategic Plan 2007-2010 in order to ensure continued service development and delivery. Moreover it is significant to recognize that what were the seven Key Result areas in the original Plan have been reduced to three Strategic Priorities and related Objectives in the new Plan. The condensing of the Strategic Priorities and Objectives has not compromised the key areas of our operations but rather has strengthened the overall Plan.

This new Plan also endeavours to align, where practical, with the current Bowls Australia Strategic Plan 2005-2008.

Bowls SA is currently recognized nationally as a major contributor to the development of the sport which over time will result in sustainable growth through the introduction of new programs and competition formats directed at new markets and increasing participation.

It needs to be emphasized that while preserving our core business of providing competitions, events and membership services, these alone will not take the sport forward to the new levels it is capable of reaching.

In the administration of any sport strong and effective Leadership and Management is an imperative. The administration is committed to achieving and delivering this. Promotion and Development of the sport is about putting the building blocks in place as a foundation on which the sport and game of bowls can grow and flourish to provide a legacy for those that follow on after us.

Our focus on High Performance is about providing opportunity and pathways for our talented bowlers to help them in their aspirations to perform well at the highest level in the sport.



Introduction

Message from the President of Bowls SA

One of our longer term goals is to establish a Bowls Centre of Excellence that will not only provide a facility for coaching, training and competition but also enable the pooling of resources and the relocation of the administration. Such a centre will also showcase the sport and give focus to the game in general.

We recognize the importance of the club system and value highly the contributions made across all areas by the many volunteers involved. We will continue to support club structures and operations wherever possible. Member Clubs however are their own entity and should continue to function according to their resource capacity.

We would like to think that as important stakeholders of Bowls SA Member Clubs will embrace the four administrative principles of COMMUNICATION, COOPERATION, TRANSPARENCY and TRUST so that we can all collectively work together in the best interests of the sport.

Our other partners and stakeholders are also vital to the functioning of the sport - it is essential that we retain those partnerships as well as seeking out new ones that will make the journey with us into the future.

I am therefore very pleased to present the Bowls SA Strategic Plan for 2007-2010.



Bob Cooper
President
Bowls SA



Vision

To be leaders nationally in the sport.

Mission

To develop, promote and administer the game of lawn bowls to achieve maximum participation, enjoyment and success.

Values

- Preserve a strong sense of unity, support and cooperation
- Provide an environment which promotes communication, transparency and trust
- Maintain positive relationships with stakeholders
- Be strategic in planning, policy setting and decision making
- Promote a management style that provides positive, proactive and accountable leadership
- Maintain sensitivity to the environment in which we operate
- Be vigilant in recognizing all influences that impact the sport

Stakeholders

- Member Clubs
- Affiliated Clubs
- Bowls Australia
- Partners / Sponsors and support agencies
- Employees





Bowls SA Inc.

About our Vision

Bowls SA believes that its vision to be a leader in the sport nationally is not just about how many players make Australian selection in Bowls Australia Squads and sides but is also about the strength of its governance, its ability to be innovative and creative in taking the sport to new levels and about its people.

About our Mission

At Bowls SA we aim to improve the quality, quantity and variety of social and competitive opportunities to experience the game of lawn bowls in South Australia by empowering and facilitating clubs to develop appropriate and innovative competitions and programs suitable for current and future bowlers; using sound business and management practices, based on the concept that healthy clubs help themselves and guided by the principles of cooperation, communication, transparency and trust.

Based on a real understanding of the issues faced by the clubs and a genuine enthusiasm for what we do Bowls SA aims to deliver high quality service to our entire membership and to manage, serve, develop and promote Lawn Bowls within South Australia at all levels of play, to encourage and facilitate the involvement of as many people as possible in bowls activities.

Through facilitating and empowering Clubs and providing appropriate and accessible competitions, activities, training opportunities, governance structures and resources, Bowls SA aims to provide opportunities and programs that enable all individuals regardless of playing experience or ability the pleasure of playing, coaching or administering bowls at their chosen level.

About our Values

At Bowls SA we have pride in the establishment of a set of values that we see as being fundamental to the way in which we believe we should operate and function and what our members would expect of the organization.

Our values encapsulate important elements that represent the ethos of the administration and the underlying principles of responsibility, accountability and sensibility.



1. Leadership and Management

Objective

Sustain a management structure that provides leadership and direction to Bowls SA stakeholders.

Strategic Initiatives

1.1 Progressive and effective governance

- The Board will commit to maintaining and improving its governance thereby providing for greater consultation and input from stakeholders.
- Promote effective administration and business principles that enable Member Clubs and other affiliates to align their governance with Bowls SA.
- Bowls SA will provide for the recruitment, education and development of its people and their successors in order to remain proactive, innovative and responsive to the needs of Council and the bowling community.

1.2 Foster a cohesive approach to strategically develop the sport

- Encourage the development of strategic planning for Member Clubs and other affiliates so that alignment with Bowls SA objectives can occur.
- Develop performance linked incentives for Member Clubs to enable the effective partnering and delivery of programs and initiatives.
- Develop and maintain a set of administrative principles that will encourage the application of sound planning, operational and management practices.

1.3 Enhance the way Bowls SA communicates

- Develop policies, systems and practices that subscribe to more effective information dissemination, receipt and management with stakeholders, partners and the general bowling community.
- Provide opportunity and mechanisms for the development and implementation of modern IT systems to facilitate the efficiency of our communication.
- Promote the active involvement of the bowls community in the Bowls SA decision making process.



1. Leadership and Management

1.4 Maintain effective representation and advocacy

- Ensure that the sport maintains a strong presence within the general community, with Government agencies, stakeholders and organisations with similar objects and interests.
- Enable appropriate representation and advocacy on all matters affecting the sport.
- Nurture and respect Bowls SA relationships with Bowls Australia, other State Associations and other organisations with an interest in Bowls SA.

1.5 Understand our environment

- Maintain vigilance and be proactive in recognising and understanding internal and external influences that may impact upon our environment including market place trends that may affect the sport and which may generate new opportunities.

1.6 Strive for Management Excellence

- Establish operational and management standards that align with best practice in the sporting industry and other relevant sectors.
- Ensure development of policy, initiatives and other change mechanisms align with the Strategic Plan and maintain high standards in core business activities.

1.7 Personnel development

- Plan and invest in the development of our staff, board, council and volunteers to enable them to achieve their own career goals and to enjoy their experience working in the sport.
- Be proactive in identifying and recruiting talented people from within and outside the sport to assist in realising the objectives of the organisation.



1. Leadership and Management

1.8 Managing Resources

- Ensure that sound financial and resource management systems are in place to minimise risk and maximise effectiveness.
- Evaluate the effectiveness of resource allocation and utilisation.

1.9 Structural Efficiency

- Develop, review and maintain administrative systems to enable the effective delivery and management of the sport.
- Encourage creativity and innovation in effecting structural change.

Success Indicators

- Configuration of Bowls SA governance to reflect a similar framework to that of Bowls Australia.
- 100% compliance with the revised BSA Constitution (Adopted 5 December 2006) by Member Clubs by December 2007.
- 75% of club constitution reviews concluded by 30 June 2008.
- Conduct annual training workshops for Member club administrators and measure improvement in administrative practices.
- Maintenance of effective relationships with Bowls Australia.
- Introduction of club recognition system that promotes and acknowledges development, sound management, access and program delivery capability.
- Facilitation of Bowls Australia strategy to introduce standard email address for 75% of Bowls SA Member Clubs by 2008.
- 70% of Bowls Clubs satisfied with Bowls SA services with satisfaction rate to increase by 5% per annum.



2. Promotion and Development

Objective

Enhance the appeal of bowls, to attract new participants, supporters and the media through a relevant brand image and product offering.

Strategic Initiatives

2.1 Reposition our image and brand

- Reposition the Bowls SA brand and image so that it is associated with the positive attributes that appeal to the target markets.
- Establish a media library of player images and profiles that is consistent with the repositioned brand image for public, commercial and other promotions and consumptions.
- Provide for media training and other athlete education and development directed at personal skills enhancement that improves player image at the sub-elite and elite levels.
- Educate and manage effective cultural change within Member Clubs to ensure accuracy of marketing messages delivered.

2.2 Develop a customer focused approach to accommodate the preferences of new participants

- Conduct market research to obtain an understanding of evolving needs and preferences of existing and new participants.
- Develop a framework within which Clubs can progressively achieve a strong customer service oriented culture.
- Provide education and resources that will assist clubs to improve participant recruitment, retention, conversion and membership servicing techniques.

2.3 Develop sustainable partnerships with reputable organizations interested in a relationship with bowls

- Identify appropriate partners interested in long-term relationships with the sport and pursue them in line with the sponsorship plan.
- Expand the sponsorship and commercial revenue base of the sport.
- Ensure that there is a strategic fit and compatibility between bowls and the aims and objectives of partnership organisations.



2. Promotion and Development

2.4 Develop new and attractive approaches to promotion of and accessibility to the game

- Utilise existing successful programs to introduce new participants.
- Develop and introduce new innovative programs and activities providing for experience opportunities to a wide cross section of the community.
- Consult with stakeholders to identify alternative approaches to facilitating the transition of social/casual bowlers to club membership and other forms of competitive bowls.

2.5 Provide guidance and assistance to Member Clubs that enables them to develop and improve

- Utilise existing available resources to seek out and develop new strategies that align with national models to assist clubs in their development.
- Promote information and other development workshops, forums and sessions for club personnel to assist with their operations and performance.
- Explore and pursue opportunities for funding from external sources to support the development of the sport and its facilities.

2.6 Provide opportunities and pathways for coach and umpire development

- Ensure that the standards of training for umpires, coaches and officials are maintained to accreditation standards.
- Be proactive in identifying people with potential to be officials and coaches.
- Enable the development of officials and coaches to occur through practical placements in appropriate settings and environments.
- Promote coaching and officiating as important roles for the development and growth of the sport.

2.7 Develop and maintain a healthy and vibrant competition structure

- Revise formats and content of competition structures to provide variation.
- Experiment with different forms of the game to broaden and increase the participation base.



2. Promotion and Development

2.8 Facilities acquisition and development

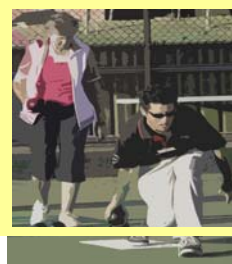
- Encourage member clubs to explore opportunities to redevelop their facilities for wider community access and usage.
- Identify opportunities for new facilities acquisition and development to establish a Bowls Centre of Excellence and the accommodation of the administration.
- Consult with local governments on partnership possibilities for multi-purpose facilities development and usage.



2. Promotion and Development

Success Indicators

- Marketing and repositioning of Bowls SA brand and image development strategy to align with the Bowls Australia re-branding plan, to be completed by 30 June 2008.
- Increase by 5 the number of new programs, initiatives and events by end of 2008.
- Increase the number of new participants taking part in established local and national programs by 10% over 2006/07 numbers over next two years.
- Increase the number of junior members to 250 by 30 June 2008.
- Increase participation in specific junior competitions and events by 20% annually.
- Increase retention rate of coaches and officials to 75% per annum over next three years.
- Accredited 30 new Level 1 coaches annually.
- Increase number of active Bowls SA trained School Coaches by 100% by 30 June 2010.
- Increase the number of partnerships and sponsors by 25% by June 2009.
- Increase the real value of partner sponsorships by 25% by June 2008.
- Increase by 10 per annum the number of clubs actively seeking assistance from Bowls SA with their marketing and promotion activities.
- Bowls SA to be included in SA Government Plan for State Sporting Facilities Development 2007-2017.
- Initiate pilot of new competition structure that sits between participation programs and mainstream competition.
- Increase participation in Bowls SA events specifically designed for bowlers with a disability by 25% by 1 January 2009.
- Continue to improve and develop the Bowls SA website and increase the number of hits by 25% by the end of 2008.



3. High Performance

Objective

To promote a High Performance Program which provides the appropriate development pathways for elite players.

Strategic Initiatives

3.1 Maintain a High Performance Program to the standards acceptable to Bowls Australia and the SA Sports Institute

- Ensure that the elements of our High Performance Program focus on raising the standard of player preparation, technical skills and self management attributes to achieve improved competition performance.
- Align with the Bowls Australia High Performance Plan and programs to ensure consistency of approach.
- Establish links with other sports' high performance programs to enhance the content and delivery of the Bowls SA program.

3.2 Provide for the development of sport and athlete pathways and opportunities

- Develop and promote pathways and access to services and resources that facilitate the performance of players, coaches, umpires and officials.
- Ensure that training, practice and coaching is maintained at high standards to continually challenge athletes at all State Squad levels.
- Identify talented bowlers and facilitate their overall development in the sport.

3.3 Develop a totally integrated program that caters for committed athletes

- Set high standards for personal development of players, umpires, officials and coaches associated with the high performance program.
- Develop a robust selection process that examines both quantitative and qualitative measures of performance and potential.

3.4 Provide a competition structure that caters for player development

- Ensure that there is a competition in place that fosters high standards of performance.
- Identify and utilise other suitable competitions, events and tournaments that will provide further opportunity for high performance competition experience.



3. High Performance

Success Indicators

- Improve the ranking of both men's and women's sides to third or higher at National Championships by 2009.
- Admission of bowls as a High Performance Program to the SA Sports Institute by 1 July 2008.
- Obtain representation in the Bowls Australia High Performance Squads by 1 July 2008.
- Improve ranking of Juniors in National Championships to third or better by October 2009.
- Development of standard selection criteria for State Sides by September 2007.
- Identify up to 4 Coaches annually that have the potential to develop to higher levels of accreditation and performance.
- Identify up to 4 Umpires annually that have the potential to develop to higher levels of accreditation and performance.
- 50% of players in State Squads to have attended 2 courses on professional development and self management skills in 2007/08 and the remaining by 2008/09.

