About this Plan

The Bowls Victoria Strategic Plan 2013–2017 outlines our priorities for bowls over the next four years.

It builds on the achievements of our 2007 – 2011 Strategic Plan and the recent amalgamation of men’s and ladies bowling associations into a single entity – Bowls Victoria.

The Plan has been developed following consultation with Victorian and National bowls organisation staff and stakeholders and with our strategic partners and supporters.

Our strategic directions and future areas of focus also recognise a number of significant sport, government and community trends, plans and policies.

Strategic Plan development

The preparation of the 2013-2017 Strategic Plan for Bowls in Victoria has been influenced by a number of internal and external factors and changes within the Victorian bowls context over the past seven years.

The following timeline of key events provides a summary of significant activities that have driven the strategic planning process and led Bowls Victoria to our current position today.

Figure 01: Strategic Planning Timeline
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Abbreviations and stakeholder acronyms

The following abbreviations and stakeholder acronyms have been used throughout this Strategic Plan:

- **ASC**: Australian Sports Commission
- **BA**: Bowls Australia
- **BV**: Bowls Victoria
- **CAV**: Consumers Affairs Victoria
- **CCO**: Club Communications Officer (Bowls Victoria initiative)
- **CDO**: Community Development Officer (Bowls Australia initiative)
- **Division**: Competition administration areas for non-Metropolitan Regions
- **LGA**: Local Government Authorities
- **Region**: Geographic administration areas (16 across Victoria)
- **RSA**: Regional Sports Assembly (Victorian Government funded initiative)
- **RVBA**: The former Royal Victorian Bowls Association
- **SRV**: Sport and Recreation Victoria
- **VicHealth**: VicHealth (Bowls Victoria program and funding partner)
- **VLBA**: The former Victorian Ladies Bowling Association
1 | Overview

Bowls is a sport that has enjoyed strong participation across the Victorian community for many years in a variety of formats, both competitively and socially. The historical attention of bowls within Victoria has predominately been towards the competitive forms of the game.

We understand that the market and demand for bowls is changing, and that we now need to retain our competition focus, but evolve our thinking in the way we capture the next phase and demographic of bowlers who will sustain our great sport.

Participation in formalised junior programs and competitions in bowls is lower than any other mainstream sport in Victoria and our numbers of female bowlers and members have been decreasing over recent years and represent only 30% of bowlers in the metropolitan area and 33% in regional Victoria. These are some challenging trends that need to be addressed.

The bowls community is a strong and passionate community and one that requires servicing and support. We understand that we cannot continue to do things as we have always done them and we continually face decisions regarding the introduction of new technologies, new communication mediums, more efficient systems and governance reform that may see a shift in the way we do things and how engage with clubs and volunteers.

Acquisition of funding and support is highly competitive in the current financial and government climate and we understand that as a sport we need to secure long-term partnerships, as well as implement strategic investment opportunities. Bowlers House has been sold and we will need to leverage long-term financial outcomes for the overall betterment of the sport.

Bowls Victoria is now unified, but we still need to seek alignment of our structures, systems and on-ground activities and collectively the Bowls Victoria Board is committed to reviewing and evaluating the effectiveness of our policies and processes to ensure they continue to meet the needs of members and the wider Victorian bowls community.

As a sport, bowls has some challenging times ahead and we have some significant issues to address if we want to see our great sport move into the next phase of development and growth.

Our attention over the next four years will centre around five key priority areas:

- Participation
- Communications
- Club support
- Leadership and governance
- Commercial development.

Underpinning each priority area is a clear set of goals, objectives and strategies to ensure we deliver on our commitments.

Immediate priorities

Through the development of this Strategic Plan we have identified a number of critical actions that need to be delivered in the short-term to address deficiencies in our historical and current operations. These include:

- Establishment of clear lines of communication through all levels of governance and the sports structures.
- Investment into detailed market research to better identify all markets for bowls and develop programs and activities to match demand.
- Support for our clubs and participation activities to achieve growth, increase our junior base and arrest the decline in women and girls participation.
- Generate a greater understanding and implementation of inclusive practices and associated benefits across our club network.
- Support for Bowls Australia to reform coaching and coach education and redefine the role of coaches at all levels of the sport.
- Refinement of the sports governance structures beyond unification and alignment of staffing structures to support the sports volunteer base and operational focus areas.
- Fostering of relationships and partnerships with sport, government, community and corporate stakeholders to support all aspects of our strategic direction.

Our future can only be secure if we work together, support strategic directions, resource our priorities and continually monitor and improve our performance.
Introduction

Bowls is a sport that can be played and enjoyed socially and competitively for life and provides for 50,000 members and attracts hundreds of thousands more via barefoot and social bowls across Victoria regardless of age, gender or ability.

The 525 bowls clubs in Victoria are central to their local communities. They serve all corners of the state, many with a long standing history of service to, and inclusion with the communities they and their 50,000+ volunteers represent.

Bowls Victoria represents the interests of these participants, clubs and volunteers and aims to support and grow the Victorian bowling community in a variety of ways.

This Strategic Plan establishes Bowls Victoria’s commitment to our community over the next four years. It sets out the key organisational directions to resource and deliver in order to continue to build a healthy and sustainable sport into the future.

The Bowls Victoria Strategic Plan 2013-2017 seeks to build on the successes of two historical moments in our recent organisational history:

1. Preparation and implementation of the first collective RVBA / VLBA Strategic Plan for Bowls in Victoria 2007-2011, and

The Bowls Victoria Strategic Plan 2013-2017 seeks to build on the successes of two historical moments in our recent organisational history:

Building on historical achievements

At the time, the development of the previous 2007-2011 Strategic Plan was a complex undertaking for both the RVBA and VLBA. While there were many organisational overlaps in program and service delivery for both organisations, administrative arms operated independently of each other, creating some operational inefficiencies and considerable duplication for the sport in Victoria.

Some six years on from the preparation of the 2007-11 Strategic Plan, a number of key actions have been implemented, with the following key achievements considered to have had the most significant impact and influence on the planning, delivery and administration of bowls in Victoria since 2007:

- Unification of the RVBA and VLBA in 2009
- Introduction of Club Communication Officers (CCOs) in 2010
- Equal Opportunity representation on Board of Bowls Victoria. Four men and four women elected to Board positions in 2012
- Bowls magazine refocus and rebranding to The Shot in 2012
- Bowls Australia and Bowls Victoria investment into four Community Development Officers (CDOs) in 2012
- Sale of Bowlers House in 2013.

A number of actions and proposed initiatives from the 2007-2011 Strategic Plan remain unresolved and their relevance to future planning has been considered within this document.

A unified State

The most influential and prominent change in recent Victorian bowls history has been the achievement of unification.

In 2007 a Joint Working Party of RVBA, VLBA and external party representatives met to discuss and address the topic of becoming a unified sport within Victoria. Two years later RVBA and VLBA unification took place in December 2009.

The historic vote lodged at the Special General Meetings of both the RVBA and VLBA on 3rd December 2009, set in train a process to establish Bowls Victoria as the single State Sporting Association in Victoria for the sport of Bowls.

Vote for unification was achieved with 95% of all affiliated clubs lodging votes and achieving more than an 80% majority (85.5% RVBA and 81.9% VLBA majorities).

The interim board of Bowls Victoria was formed to commence the process of establishing a number of key priorities for the newly formed body, including the merging of finances, assets, staffing, administration, incorporation, branding, affiliation fees and initiating constitutional reform at regional, division and club levels. As part of the unification process, restructuring of regional boundaries was also undertaken to align both historical geographical structures.

The first election of Elected Directors to the Board of Bowls Victoria concluded with the counting of votes on Friday 30th April 2010, with the first Elected Board of Bowls Victoria comprising four women and four men tasked with the job of transforming the new entity into a strong and representative organisation.
Strategic linkages

Bowls Victoria does not operate in isolation. It is part of a broad framework of sports governance within Australia and it is important that our Strategic Plan aligns with the directions of key partners including government funding agencies and Bowls Australia.

The **Bowls Australia Strategic Plan 2013-2017** provides an outline of the directions for bowls in Australia, of which Bowls Victoria forms an important part. Bowls Australia has identified six strategic priorities:

- Participation;
- High performance;
- Events;
- Commercial Development;
- Leadership & Governance, and
- Communications.

The **National Sport and Active Recreation Policy Framework** is a landmark agreement between all states to help guide the development of sports policy across Australia. The framework identifies the key expectations of state sporting associations and provides a guide for the development of a high performing sport and active recreation system that delivers:

- Increased participation;
- Success in international competition;
- Strong national sporting competitions, and
- Contributes to whole of government objectives, including improved health and education outcomes, enhanced social inclusion and community development.

Within Victoria, the State Government through **Sport and Recreation Victoria** seeks to maximise the economic and social benefits of sport and recreation and ensuring more Victoria’s are active through:

- Ensuring greater access and opportunities for participation;
- Maintaining Victoria’s reputation as Australia’s leading state for sporting and major events;
- Improving the quality of community sport and recreation facilities;
- Strengthening the capacity of sport and recreation organisations, and
- Reinforcing the enriching role that sport and recreation plays in people’s lives.

**VicHealth**, a major funding partner of Bowls Victoria, has identified a range of relevant strategies that guide and influence the delivery of sport and physical activity across Victoria including:

- Increasing participation in physical activity;
- Increasing opportunities for social connection;
- Promoting diversity, and
- Creating environments that improve health and promote inclusive practices.

Connection with these key national and state partners and alignment with their overarching goals and objectives will be critical to Bowls Victoria achieving program, project, financial and human resource support over the next four years.
3 | Vision, Mission and Values

Our Vision

Bowls in Victoria – the sport for life

In championing this vision, Bowls Victoria aims to be recognised for our commitment to leading Victoria’s most accessible sport.

Bowls is about more than just sport. A bowls club provides a community hub and social support network for club members, active participants and volunteers. By increasing opportunities for participation in bowling and club activities, bowls clubs can play a role in creating and maintaining healthy and cohesive communities across Victoria whilst supporting our vision.

Mission Statement

To grow, develop and nurture the sport of bowls in Victoria.

Our Mission

Bowls Victoria has recently emerged from the process of unification, which represented the most significant change to the management of bowls in its history. This process required extensive commitment and resources from across the bowls community.

The sport of bowls in Victoria has a long and proud history. We respect and acknowledge the heritage of bowls and the role it has played within society, but are mindful of the need to improve and innovate to enable the sport to continue to grow and develop.

With unification now behind us, we will confirm Bowls Victoria as an innovative and progressive organisation that exists to grow, develop and nurture the sport of bowls in Victoria.

Bowls is a sport for all ages and abilities. The sport already provides for 3 to 103 year olds and will remain accessible for all segments of the community.

As an organisation we will lead the sport and business of bowls for the benefit of the existing and future Victorian bowls community.

Acknowledging our place in the community, and in the state and national sporting context, we will work in partnership with our clubs, coaches, partners, stakeholders and the wider community by delivering professional management functions that support our great game and the people that deliver it.

Through all situations, we will maintain the trust and respect of our members and stakeholders and be responsive to the changing needs of the Victorian and National bowls community.

Our Values

We will maintain the following core values in supporting the management and administration of bowls in Victoria:

1. Leadership

We will provide a clear direction for the sport and drive the implementation and achievement of our strategic directions.

2. Integrity

We will work to elicit trust and respect throughout the bowls community by acting responsibly and being accountable for our actions.

3. Collaboration

We will work together with the bowls community to ensure positive communication is delivered throughout our networks and recognition of our sport is achieved across Victoria’s local communities.

4. Innovation

We will be progressive and creative in the provision of bowls products, programs and services.

5. Professionalism

We will act responsibly and ethically in the delivery of bowls in Victoria and make informed decisions based on the analysis and interpretation of quality and quantifiable information.
4 Our Strategic Priorities

In order to stay ahead of the game we need a clear direction for the future, one that aligns with sport, government and community objectives and builds on the strategic vision and directions of the sport at the highest level.

Bowls Victoria has identified the following five strategic priorities to focus our efforts and resources over the next four years in order to reach our vision and goals:

- Participation
- Communications
- Club Support
- Leadership and Governance
- Commercial Development.

Strategic Framework

In preparing this Strategic Plan, our five strategic priorities will be underpinned by a detailed Marketing Plan (including focus on media and promotional activity and resourced through the Community Team), in addition to Annual Operational Plans (prepared to serve each operational department) that identify the people, partners and resources required to deliver on specific priority tasks and actions.

Figure 02 provides a visual representation of the Bowls Victoria Strategic Plan 2013-2017 Framework.

Figure 02: Strategic Planning Framework
Priority - Participation

Sport, government and community stakeholders from the local to national level have an aligned objective to provide opportunities for sport and physical activity and more specifically, to enable and support more people to be more active more often.

Bowls has had a strong historical focus on supporting competitive bowling opportunities, particularly through pennant competition and the range of activities currently on the annual event calendar. This historical focus, at times, has impacted the development of programs and opportunities to cater for all segments of the Victorian community.

In recent times and more so over the past decade, the sport and consumer market for bowls has significantly changed, led by the demand for more social and less formal versions of the sport. As the market for bowls continues to change and evolve, new participation and engagement models need to develop in order for the sport to realise its full potential and social, competitive, physical activity and health benefits.

A significant benefit and advantage for bowls is that it’s truly a sport for all ages and abilities. However, the ability and capacity of Bowls Victoria and Bowls Australia to identify and deliver the right mix of programs and initiatives to the broadest range of participants has been challenged, but remains one of the most critical requirements for stabilising participation, and then growing and retaining bowler numbers over the next decade.

Participation in bowls takes many forms and active bowling participation needs to be supported by quality events, competition structures, pathways, programs, coaching and officiating. Many of these support roles and functions are performed by the thousands of volunteers across the Victorian bowls community.

In the future, greater support and/or adaptive models will need to be introduced in order to continue to sustain their delivery. A key area of future investment is the development of an improved coaching accreditation system and network.

Developing and growing sports participation is a task that is beyond individuals, the clubs and single state bodies – it is the responsibility of all involved and it will require creativity, innovation and partnership involvement that builds on current initiatives.

In addition to working together, detailed market intelligence and knowledge of bowls participants, both current and future, is required. Motivations, preferences and demographic profiling are all key elements to understanding competitive and social market segments and each segment’s individual needs.

Historical management and reporting systems have led to Bowls Victoria not fully understanding its market and its current participant base. In addition, further investigation as why members are, and have been leaving the sport is required and explanations identified for the 4.5% decline in Bowls Victoria members over the past five years.

Goal

To retain the sport’s existing member base, grow participation in all markets and develop our bowlers, the game and the people that deliver it.

Key objectives

- Grow participation and arrest the decline in Bowls Victoria membership.
- Increase and improve program offering.
- Increase knowledge of all participation markets.
- Strengthen participation support networks, with a focus on coaches and program deliverers.

Strategic response

To support participation development Bowls Victoria will:

- Undertake market research to increase our understanding of the bowls community and the needs of various market segments.
- Partner with Bowls Australia to assist the development of a suite of game formats to match key segments within the marketplace.
- Partner with Bowls Australia to assist the development of membership categories consistent with the needs of the bowls community and social participants.
- Continue to partner with VicHealth to devise and deliver targeted bowls programs to increase participation in juniors and females.
- Partner with Bowls Australia to review coach accreditation processes, increase the number of accredited coaches and define new roles and opportunities for coaches at the club level.
- Establish within each of the 16 Regions, a Regional Hub to provide equitable access to facilities, programs, coaching and events throughout Victoria.
- Promote the sharing of information between Clubs regarding the implementation of successful programs (Lighthouse Program).
- In-line with funding and program partners, implement programs to provide participation opportunities to targeted populations.
- Provide and promote clear pathways for bowlers, coaches and officials to participate from introductory programs through to high performance.
**Priority - Communications**

A significant number of stakeholders exist within the bowls community, all with varying needs and expectations regarding the information communicated to them via Bowls Victoria. Similarly, there exists the need for various forms of collaborative two-way communications to enable Bowls Victoria to best meet the needs of its membership.

Future communication activities should take into consideration the needs of both regional and metropolitan bowlers who should also be encouraged to contribute to communication activities. The continued development of communication technology needs to be explored by Bowls Victoria and Bowls Australia in order to bring the metropolitan, regional and state bowls communities closer together using consistent and coordinated tools.

The addition of Club Communication Officers (CCOs) as the key contact point for Bowls Victoria messaging has been viewed broadly as being successful. However, a small number of messages are still failing to reach 100% of the bowling community. This continues to create mixed messaging, prioritised dissemination of ‘certain information’ and continued misinterpretation of Bowls Victoria communications. The role and expectations of CCOs should be clear to ensure the effective flow of accurate information throughout the bowls community.

Bowls also produces a number of positive stories, particularly through the achievements and successes of its local clubs. These stories and other club development and improvement initiatives should be promoted and shared across the bowls community through existing communication mediums, as well as through targeted face-to-face opportunities.

**Goal**

*Positively engage the Victorian bowls community, partners, supporters and media, and improve the efficiency and effectiveness of two-way member and regional communications.*

**Key objectives**

- Deliver clear and consistent messaging.
- Increase direct communication with individuals and stakeholders.
- Strengthen the use of IT systems and social media.
- Increase visibility of key personnel to clubs, members and regions.

**Strategic response**

To effectively communicate with all members and stakeholders we will:

- Prepare and implement a Communication Strategy that reflects the needs of various market segments within and outside the bowls community.
- Maintain our strong brand and improve brand recognition for Bowls Victoria across the state.
- Provide opportunities for collaborative two way communication between the Bowls Victoria Board and the bowls community.
- Produce an annual *State of Play* report on the health, growth and development of bowls in Victoria, highlighting key club and participation information and organisation initiatives delivered.
- Support Club Communication Officers through the establishment of clear role descriptions and ongoing support.
- Explore opportunities to increase the use of technology in communications (internally, externally and with Bowls Australia).
- Encourage all clubs to contribute articles and information to Bowls Victoria for broader distribution.
- Celebrate and promote the successes of local club programs and initiatives.
- Initiate a series of metropolitan and regional forums of Bowls Victoria Board and Executive Team to increase local presence and visibility and to communicate key strategic directions, activities and opportunities direct to clubs and members.
Priority - Club Support

The 525 bowls clubs throughout the state are the lifeblood of Bowls Victoria and the main deliverers and facilitators of bowling activities, programs and competitions for our sport. They also have significant potential to contribute to and support healthy, socially connected and cohesive communities. Bowls clubs are unique in being able to provide multi-functional venues that offer a social, sporting and support hub for broad sections of every local community.

In recent years the number of Bowls Clubs across Victoria has decreased, and many examples of mergers and facility rationalisation are becoming reality for our sport. On the contrary, areas of Melbourne and Regional Victoria are growing rapidly, as is the population within our sports key participation catchments and demographic.

This leads us to the need to support our clubs more, to provide better education and information and to recognise individual club needs and requirements within their local environment.

We need to balance our support between growing and sustaining existing clubs, bringing other clubs together and establishing new clubs where the sport of bowls will need to develop. We also know that we need to recognise the contributions, programs and successful initiatives that individual clubs have built and delivered to support the growth of the sport. The success of these programs needs to be celebrated and lessons shared throughout the bowls community.

More than most sports, bowls clubs are reliant upon a significant number of volunteers to deliver programs at a local level and to manage club activities. The compliance requirements on these volunteers are significant and ongoing support is required.

The Community Development Officer (CDO) program delivered through Bowls Australia has assisted clubs and identified gaps in club requirements. In particular, support and education is required around business administration practices including compliance, budgeting and planning.

Ongoing support is required to ensure clubs have the capacity to remain viable and sustainable. Further analysis of issues and the development of targeted support programs delivered directly to clubs will be required to ensure improvement and sustainability can be achieved.

Goal

To ensure all our clubs are supported by the sport and our partners to reach their desired level of success and operational sustainability.

Key objectives

- A targeted response to club needs.
- Integration of CDO roles to meet Bowls Victoria directions.
- Connecting partners to support club development initiatives.
- Positive promotion of club initiatives.
- Train and educate club officer bearers and volunteers.

Strategic response

To effectively support the Victorian club network we will:

- Review Club Health Check outcomes and identify critical club support needs (in addition to business, budget and governance planning).
- Integrate Community Development Officer (CDO) roles to deliver mutual Bowls Victoria, Bowls Australia and bowling club outcomes.
- Work directly with 8 to 10 clubs to identify critical business and management outcomes and pilot and drive initiatives for broader application.
- Link clubs to available club management, inclusive practice and governance resources and training organisations (eg. ClubHELP).
- Broker partnerships with third-parties or partners (eg. RSAs) to help clubs deliver on programming and management activities.
- Partner with Bowls Australia to review membership categories, offering and benefits and provide alternatives for clubs to capitalise on.
- Support clubs to work with Local and State Government and industry partners on facility and green improvement projects.
- Identify new club establishment opportunities in Victoria’s population growth areas, in association with Victoria’s top 10 growing municipalities.
- Support clubs to increase facility usage, on and off-greens and identify new revenue streams.
- Update Bowls Victoria model rules and constitution based on recent changes to the Associations Incorporation Reform Act 2012.
- Promote state-wide recognition of volunteers and their achievements.
Priority - Leadership & Governance

The Australian Sports Commission recognises that effective sports governance requires leadership, integrity and good judgment. Further, an effective governance system will ensure more effective decision-making and transparency, accountability and responsibility in organisational activities.

The Board is committed to establishing Bowls Victoria as the pre-eminent bowls organisation within Australia that has the trust and respect of its broad member base. It will adopt a professional approach to service delivery and seek to establish a culture of professional and responsive customer service excellence.

In addition to serving the member and affiliate body of Bowls Victoria, the Board, Executive and Staff will also provide a strong commitment to working with new and existing partners to deliver the best outcomes for the sport in Victoria.

Strategic alignment of all levels of organisational governance and operation is critical to ensure efficient use of financial, human and volunteer resources. In conjunction with this Strategic Plan, all 16 Regions should be supported to develop and deliver an aligned Regional Plan that identifies key objectives, regional needs and support structures required.

In conjunction with the development of this Strategic Plan, the Board has commenced an internal review of operations. To date the review has included a review of existing staff and committee roles, responsibilities and structures. Alignment of review outcomes with Strategic Plan goals and directions will be ongoing requirement of the review as it continues.

In addition, the results of the operational review and the progress of Strategic Plan implementation are of critical importance to the entire Victorian bowling community. Their development and progress must also be continually evaluated against annual operational targets. A strategic measurement system for annual reporting will need to be established in order to better understand organisation performance and to communicate key achievements back through the bowling community.

Investment into Bowls Victoria staff and opportunities to continually learn and develop along with changing systems and management practices will also be important to growing and promoting a culture of continuous improvement, satisfaction and personal development.

Goal

Demonstrate and motivate excellence in organisational performance and ensure that a high standard of corporate governance is delivered.

Key objectives

- Alignment of organisational structure with strategic directions.
- Supporting staff and role development.
- Evaluate and monitor organisational performance.
- Increase focus on Bowls Victoria servicing of stakeholders.

Strategic response

To continually lead a successful Bowls Victoria we will:

- Complete the operational review of the organisation and its practices, including a review of committee structures, membership and reporting, and implement changes as required.
- Review the Bowls Victoria Organisation Structure in-line with operational review findings and Strategic Plan directions.
- Review Bowls Victoria Committee’s with Board and Strategic Plan portfolios and review with a revised Bowls Victoria Organisational Structure to ensure Board, Committee and operational staff alignment.
- Continue to use the Bowls Victoria Board Charter to establish and maintain clear lines of delineation and roles and responsibilities for the Board, Committees and Management.
- Ensure the Board continues to retain the broad skill set required to match the needs of the organisation.
- Identify the training and personal development needs of all staff, in-line with new systems and management practice introduction (as a result of the operational review process).
- Perform an annual staff satisfaction survey and continue to implement relevant training initiatives.
- Perform an annual member services review.
- Assess the overall regional and divisional structure of Bowls Victoria post-unification and develop 16 Regional Plans to align with Bowls Victoria strategic directions.
- Implement performance benchmarks and a formal review process for all Board, Committee representatives and Bowls Victoria staff.
Priority - Commercial Development

Bowls Victoria is a financially stable business and remains on a solid financial footing with net assets in excess of $6 million (Bowls Victoria Annual Report 2011-12).

The recent sale of Bowls Victoria’s premises in Hawthorn (Bowlers House) has provided an opportunity to assess suitable long-term accommodation opportunities for the organisation and to assess the potential of long-term investment opportunities with proceeds of the sale.

There exists an ongoing need to monitor, review and identify new income streams for Bowls Victoria, particularly with membership numbers declining and associated Bowls Australia capitation fee increases projected over the coming years.

The continued monitoring of Board approved budgets for all operational elements of the organisation, including Committee’s and departmental managers will be important to maintaining efficiencies and control over expenditure, as well as being able to better quantify and evaluate department performance.

While strong participation partners are established for program initiatives, continued support and servicing of Government and corporate supporters in a challenging economic climate will be important.

The implementation of the new Bowls Australia ICT system will assist in the management of competitions and communications while enabling additional information regarding members to be sought. This will in turn enhance the opportunities of understanding our membership and contribute to the identification of targeted corporate partners and supporters.

Underpinning any solid commercial development strategy is the ability to generate aligned brand, marketing, sponsorship and media support to ensure that resources are available to initiate key actions. A focus on media communications and public relations will assist in contributing to positive messages and identifying value and benefits for potential sponsors and partners.

A marketing strategy will be required to grow public awareness and support for bowls, and the use of various mediums (eg. social media) important to transition the knowledge base of the sport to include a new demographic to ensure engagement between individuals and the sport at an earlier age.

Goal

Sustain the long-term business of bowls in Victoria through sound financial investment and management, strategic partnership development and research based decision making.

Key objectives

- Strategically invest and utilise available funds.
- Strengthen corporate, financial and government partnerships.
- Actively market and promote the sport and Bowls Victoria.
- Maintain a cohesive and strong brand for bowls.

Strategic response

To ensure the ongoing viability of the sport of bowls we will:

- Secure a long-term accommodation strategy for Bowls Victoria.
- Develop an investment strategy that provides for short, medium and long-term financial growth and operational stability.
- Support Bowls Australia to implement the national ICT platform within Victoria.
- Develop and implement a Marketing Plan for Bowls Victoria including a sponsorship and media strategy.
- Create a club sponsorship and business development pack to assist clubs to better engage and align with corporate partners (align content with the existing Bowls Victoria Partnership Brochure).
- Continue to monitor existing and identify new income streams for Bowls Victoria.
- Continue to facilitate strong relationships with all partners through the expansion of staff roles (or creation of a new role) to focus on partner servicing.
- Advocate and liaise with all levels of government to identify opportunities for funding and new facility and/or program development.
- Monitor the viability of smaller clubs and work with them to consolidate or amalgamate with other clubs to ensure the long-term viability of the sport in all local communities.
- Continue to monitor and report on Bowls Victoria’s financial performance via its Finance Committee.
5 Monitoring and implementation

To ensure that Bowls Victoria is successful in achieving its objectives in an efficient and effective manner, regular reviews of strategic objectives and sport, financial and community trends and interests is paramount.

Bowls Victoria needs to be a positive and progressive organisation that can transform the progression of bowls beyond unification and capture the immense community and volunteer culture of the sport and its participants and supporters. Recognition of the Victorian bowling community is critical, as is the need to engage with a greater range of partners to deliver more to and for clubs, coaches and investors.

Alignment of strategic goals, objectives and resources is the key to implementing a successful Strategic Plan and consistently and regularly monitoring progress and promoting its achievements is critical to generating ownership.

The overall strategic priorities for the 2013-2017 period will not change, but variables such as the availability of resources, change in government policy or identification of new opportunities may impact annual operations or strategy implementation.

Resource requirements, timeframes and outcomes of the Strategic Plan and annual business and operational actions should be monitored periodically and reported to monthly Board meetings to ensure the plan stays on track and delivers on the all-important strategic priorities.

Figure 03 summarises the Bowls Victoria strategic implementation, monitoring and reporting system.

Figure 03: Strategic Plan monitoring framework
6 | Strategic action plan

Implementation Framework

In addressing the strategic directions outline within this Strategic Plan, the delivery of the following series of actions will be imperative to achieve a successful strategic plan outcome. The implementation of the proposed action plan requires Bowls Victoria and its internal team, as well as its external partners to play three important roles in delivering actions:

*Initiate*
Planning, scoping and coordinating the range and timing of actions to be delivered.

*Deliver*
On the ground delivery of identified actions and the management of key partner and stakeholder contributions.

*Support*
Support for action delivery through the provision of organisational, people, skills, funding, equipment and/or promotional activities.

The Bowls Victoria Strategic Plan 2013 – 2017 has been developed to provide priority actions that are practical and realistic to implement. Identified actions focus on providing the greatest improvements to the organisation and the sport of bowls in Victoria.

Many actions will require further stakeholder and bowls community consultation. To ensure that partner commitments can be secured and that actions remain relevant to strategic partners, ongoing discussion with government, bowls and community stakeholders will be required.

The monitoring and measurement of actions and achievements is also outlined in Figure 03 above.

Implementation Priorities

Proposed actions have been allocated a level of priority based on their relative impact on delivering the desired outcomes for the sport of bowls across Victoria. A description of each priority level is provided below and will be used to guide future resource commitment and allocation:

*Major impact*
A key action that has wide reaching impacts and influence on bringing about positive change to the sport and Bowls Victoria.

*High*
Important action that underpins the delivery of the sport across Victoria.

*Medium*
Action that contributes to meeting overall Strategic Plan objectives.

*Low*
Action that contributes to the overall improvement of bowls in Victoria or a locally isolated action.

*Ongoing*
Action that will require an ongoing commitment by Bowls Victoria or a long-term change in systems and procedures that will require ongoing consideration and implementation.

It should be acknowledged that priorities can change and will be based on available funding and resources ‘at the time’. The presentation of new or unknown opportunities or changes in community demands can also alter priorities.
## Priority - Participation

**GOAL:** To retain the sports existing member base, grow participation in all markets and develop our bowlers, the game and the people that deliver it.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>STAKEHOLDER ROLES</th>
<th>RESOURCES</th>
<th>FUNDING SOURCES</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>INITIATOR</td>
<td>DELIVERER</td>
<td>SUPPORTER</td>
</tr>
<tr>
<td>1.1</td>
<td>Undertake market research to increase our understanding of the bowls community and the needs of various market segments.</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>BV</td>
<td>Consultant &amp;/or University</td>
</tr>
<tr>
<td>1.2</td>
<td>Partner with Bowls Australia to assist the development of a suite of game formats to match key segments within the marketplace.</td>
<td>HIGH</td>
<td>1.1</td>
<td>BA</td>
<td>BV, Clubs</td>
</tr>
<tr>
<td>1.3</td>
<td>Partner with Bowls Australia to assist the development of membership categories consistent with the needs of the bowls community and social participants.</td>
<td>HIGH</td>
<td>1.1, 1.2</td>
<td>BA</td>
<td>BA</td>
</tr>
<tr>
<td>1.4</td>
<td>Continue to partner with VicHealth to devise and deliver targeted bowls programs to increase participation in juniors and females.</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>BV</td>
<td>BV, BA, Clubs</td>
</tr>
<tr>
<td>1.5</td>
<td>Partner with Bowls Australia to review coach accreditation processes, increase the number of accredited coaches and define new roles and opportunities for coaches at the club level.</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>BA</td>
<td>BV, Regions, Divisions</td>
</tr>
<tr>
<td>ACTION</td>
<td>PRIORITY</td>
<td>PREDECESSOR</td>
<td>STAKEHOLDER ROLES</td>
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<tr>
<td>1.6</td>
<td>MEDIUM</td>
<td>1.1 – 1.5</td>
<td>BV</td>
<td>BV</td>
<td>LGAs, Regions, Divisions, Clubs</td>
</tr>
<tr>
<td>1.7</td>
<td>HIGH</td>
<td>-</td>
<td>BV</td>
<td>Regions</td>
<td>Divisions, Clubs, RSAs</td>
</tr>
<tr>
<td>1.8</td>
<td>MEDIUM</td>
<td>1.4, 1.5</td>
<td>BV</td>
<td>BV, Coaches</td>
<td>BA, SRV, VicHealth</td>
</tr>
<tr>
<td>1.9</td>
<td>MEDIUM</td>
<td>1.1 – 1.6 1.8</td>
<td>BV</td>
<td>BV</td>
<td>BA</td>
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</table>
## Priority - Communications

**GOAL:** Positively engage the Victorian bowls community, partners, supporters and media, and improve the efficiency and effectiveness of two-way member and regional communications.

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<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>STAKEHOLDER ROLES</th>
<th>RESOURCES</th>
<th>FUNDING SOURCES</th>
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<tbody>
<tr>
<td>2.1</td>
<td>MAJOR IMPACT</td>
<td>1.1</td>
<td>BV</td>
<td>BV</td>
<td>BA, Technology provider(s)</td>
</tr>
<tr>
<td></td>
<td>Prepare and implement a Communication Strategy that reflects the needs of various market segments within and outside the bowls community.</td>
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<td></td>
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<td>BV</td>
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<tr>
<td>2.2</td>
<td>ONGOING</td>
<td>2.1</td>
<td>BV</td>
<td>BV</td>
<td>Regions, Divisions</td>
</tr>
<tr>
<td></td>
<td>Maintain our strong brand and improve brand recognition for Bowls Victoria across the state.</td>
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<tr>
<td>2.3</td>
<td>ONGOING</td>
<td>2.1</td>
<td>BV</td>
<td>BV</td>
<td>Regions, Divisions, Clubs, Members</td>
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<tr>
<td></td>
<td>Provide opportunities for collaborative two way communication between the Bowls Victoria Board and the bowls community.</td>
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<td>2.4</td>
<td>MEDIUM</td>
<td>-</td>
<td>BV</td>
<td>BV</td>
<td>BV</td>
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<td></td>
<td>Produce an annual State of Play report on the health, growth and development of bowls in Victoria, highlighting key club and participation information and organisation initiatives delivered.</td>
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<td>2.5</td>
<td>HIGH</td>
<td>2.1</td>
<td>BV</td>
<td>BV, CCOs</td>
<td>Regions, Clubs</td>
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<td></td>
<td>Support Club Communication Officers through the establishment of clear role descriptions and ongoing support.</td>
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<tr>
<td>2.6</td>
<td>MAJOR IMPACT</td>
<td>2.1</td>
<td>BV</td>
<td>BA, Technology provider(s)</td>
<td>BV</td>
</tr>
<tr>
<td></td>
<td>Explore opportunities to increase the use of technology in communications (internally, externally and with Bowls Australia).</td>
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<td></td>
<td></td>
<td>BA project resources BV</td>
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<td>ACTION</td>
<td>PRIORITY</td>
<td>PREDECESSOR</td>
<td>STAKEHOLDER ROLES</td>
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<tr>
<td>2.7</td>
<td>ONGOING</td>
<td>-</td>
<td>INITIATOR</td>
<td>BV</td>
<td>Website, The Shot</td>
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<td>DELIVERER</td>
<td>Clubs</td>
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<td>SUPPORTER</td>
<td>Members</td>
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<tr>
<td>2.8</td>
<td>ONGOING</td>
<td>-</td>
<td>INITIATOR</td>
<td>BV</td>
<td>Website, The Shot</td>
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<td>DELIVERER</td>
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<td>SUPPORTER</td>
<td>Regions, Divisions, Clubs</td>
<td></td>
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<tr>
<td>2.9</td>
<td>HIGH</td>
<td>On completion of Strategic Plan 2013-2017</td>
<td>INITIATOR</td>
<td>BV</td>
<td>Budget for travel related expenses</td>
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<td>DELIVERER</td>
<td>BV</td>
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<td></td>
<td>SUPPORTER</td>
<td>Regions, Divisions, Clubs, Members</td>
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</table>
# Priority - Club Support

**GOAL:** To ensure all our clubs are supported by the sport and our partners to reach their desired level of success and operational sustainability.

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<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>INITIATOR</th>
<th>DELIVERER</th>
<th>SUPPORTER</th>
<th>RESOURCES</th>
<th>FUNDING SOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Review Club Health Check outcomes and identify critical club support needs (in addition to business, budget and governance planning).</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>BV</td>
<td>BV</td>
<td>CDO</td>
<td>Internal BV resources &amp; CDO resources</td>
<td>-</td>
</tr>
<tr>
<td>3.2 Integrate Community Development Officer (CDO) roles to deliver mutual Bowls Victoria, Bowls Australia and bowling club outcomes.</td>
<td>HIGH</td>
<td>3.1</td>
<td>BV</td>
<td>BV, BA</td>
<td>CDO</td>
<td>Internal BV resources</td>
<td>-</td>
</tr>
<tr>
<td>3.3 Work directly with 8 to 10 clubs to identify critical business and management outcomes and pilot and drive initiatives for broader application</td>
<td>MEDIUM</td>
<td>3.1, 3.2</td>
<td>BV</td>
<td>Consultant</td>
<td>BA</td>
<td>Club Development and Support Committee resources</td>
<td>-</td>
</tr>
<tr>
<td>3.4 Link clubs to available club management, inclusive practice and governance resources and training organisations.</td>
<td>HIGH</td>
<td>3.1</td>
<td>BV</td>
<td>BV, BA, RSAs, LGAs</td>
<td>Regions, Divisions, Clubs</td>
<td>Internal BV resources, Access to partner information</td>
<td>-</td>
</tr>
<tr>
<td>3.5 Broker partnerships with third-parties or partners to help clubs deliver on programming and management activities.</td>
<td>HIGH</td>
<td>3.1</td>
<td>BV</td>
<td>BV, BA, RSAs, LGAs</td>
<td>Regions, Divisions, Clubs</td>
<td>Internal BV resources, Access to partner information</td>
<td>-</td>
</tr>
<tr>
<td>ACTION</td>
<td>PRIORITY</td>
<td>PREDECESSOR</td>
<td>STAKEHOLDER ROLES</td>
<td>RESOURCES</td>
<td>FUNDING SOURCES</td>
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<td>SUPPORTER</td>
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<td></td>
<td></td>
<td></td>
<td>BV</td>
<td>BA</td>
<td>BV</td>
<td>Internal BA resources</td>
<td></td>
</tr>
<tr>
<td>3.6</td>
<td>MEDIUM</td>
<td>-</td>
<td>BA</td>
<td>BA</td>
<td>BV</td>
<td></td>
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<tr>
<td>Partner with Bowls Australia to review membership categories, offering and benefits and provide alternatives for clubs to capitalise on.</td>
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<tr>
<td>3.7</td>
<td>LOW</td>
<td>-</td>
<td>Clubs, LGAs</td>
<td>BV, SRV</td>
<td>Project specific budgets required</td>
<td>SRV, LGAs, Clubs Local community</td>
<td></td>
</tr>
<tr>
<td>Support clubs to work with Local and State Government and industry partners on facility and green improvement projects.</td>
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<td>3.8</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>BV</td>
<td>BV, LGAs</td>
<td>SRV, Regions, Clubs, Land Developers</td>
<td>Internal BV resources</td>
<td>-</td>
</tr>
<tr>
<td>Identify new club establishment opportunities in Victoria’s population growth areas, in association with Victoria’s top 10 growing municipalities.</td>
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<tr>
<td>3.9</td>
<td>MEDIUM</td>
<td>-</td>
<td>Clubs, LGAs</td>
<td>Members, Local community</td>
<td>Internal BV resources</td>
<td>-</td>
<td></td>
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<tr>
<td>Support clubs to increase facility usage, on and off-greens and identify new revenue streams.</td>
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<tr>
<td>3.10</td>
<td>HIGH</td>
<td>-</td>
<td>BV, Solicitor</td>
<td>ASC, Regions</td>
<td>Solicitor fees for new model rules</td>
<td>-</td>
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<tr>
<td>Update Bowls Victoria model rules and constitution based on recent changes to the Associations Incorporation Reform Act 2012.</td>
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<tr>
<td>3.11</td>
<td>HIGH</td>
<td>-</td>
<td>BV, Regions</td>
<td>Bowls community</td>
<td>Internal BV resources</td>
<td>-</td>
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<tr>
<td>Promote state-wide recognition of volunteers and their achievements</td>
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</table>
Priority - Leadership & Governance

**GOAL:** Demonstrate and motivate excellence in organisational performance and ensure that a high standard of corporate governance is delivered.

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<thead>
<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>STAKEHOLDER ROLES</th>
<th>RESOURCES</th>
<th>FUNDING SOURCES</th>
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<tbody>
<tr>
<td>4.1</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>BV Board</td>
<td>BV Sub-Committees</td>
<td>Internal BV resources</td>
</tr>
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<td>4.2</td>
<td>MAJOR IMPACT</td>
<td>4.1</td>
<td>BV Board</td>
<td>BV CEO</td>
<td>BV Staff</td>
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<tr>
<td>4.3</td>
<td>MAJOR IMPACT</td>
<td>4.1, 4.2</td>
<td>BV Board</td>
<td>BV CEO</td>
<td>BV Sub-Committees</td>
</tr>
<tr>
<td>4.4</td>
<td>ONGOING</td>
<td>4.1, 4.2, 4.3</td>
<td>BV Board</td>
<td>BV CEO</td>
<td>BV</td>
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<td>4.5</td>
<td>ONGOING</td>
<td>-</td>
<td>BV Board</td>
<td>BV Board</td>
<td>-</td>
</tr>
<tr>
<td>4.6</td>
<td>HIGH</td>
<td>4.1, 4.2, 4.3, 4.4</td>
<td>BV CEO</td>
<td>HR Consultant</td>
<td>BV</td>
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<tr>
<td>ACTION</td>
<td>PRIORITY</td>
<td>PREDECESSOR</td>
<td>STAKEHOLDER ROLES</td>
<td>RESOURCES</td>
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<td>INITIATOR</td>
<td>DELIVERER</td>
<td>SUPPORTER</td>
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<tr>
<td>4.7</td>
<td>ONGOING</td>
<td>4.1, 4.2, 4.3, 4.4</td>
<td>BV CEO</td>
<td>HR Consultant</td>
<td>BV</td>
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<tr>
<td>4.8</td>
<td>ONGOING</td>
<td>4.1, 4.2, 4.3, 4.4 &amp; 4.6</td>
<td>BV CEO</td>
<td>BV</td>
<td>Regions, Divisions, Clubs, Members</td>
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<tr>
<td>4.9</td>
<td>MAJOR IMPACT</td>
<td>4.1, 4.2, 4.3</td>
<td>BV</td>
<td>BV, CDOS, Consultant</td>
<td>SRV, RSAs</td>
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<tr>
<td>4.10</td>
<td>ONGOING</td>
<td>4.1 – 4.7</td>
<td>BV CEO</td>
<td>BV CEO, BV Board</td>
<td>BV</td>
</tr>
</tbody>
</table>
**Priority - Commercial Development**

**GOAL:** Sustain the long-term business of bowls in Victoria through sound financial investment and management, strategic partnership development and research based decision making.

<table>
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<tr>
<th>ACTION</th>
<th>PRIORITY</th>
<th>PREDECESSOR</th>
<th>STAKEHOLDER ROLES</th>
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<th>FUNDING SOURCES</th>
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<td></td>
<td></td>
<td>INITIATOR</td>
<td>DELIVERER</td>
<td>SUPPORTER</td>
</tr>
<tr>
<td>5.1</td>
<td>Secure a long-term accommodation strategy for Bowls Victoria.</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>-</td>
<td>New office move completed in July 2013</td>
</tr>
<tr>
<td>5.2</td>
<td>Develop an investment strategy that provides for short, medium and long-term financial growth and operational stability.</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>BV Finance Committee</td>
<td>Financial Advisor(s)</td>
</tr>
<tr>
<td>5.3</td>
<td>Support Bowls Australia to implement the national ICT platform within Victoria.</td>
<td>MAJOR IMPACT</td>
<td>-</td>
<td>BA</td>
<td>BA</td>
</tr>
<tr>
<td>5.4</td>
<td>Develop and implement a Marketing Plan for Bowls Victoria including a sponsorship and media strategy.</td>
<td>HIGH</td>
<td>5.3</td>
<td>BV</td>
<td>BV Marketing &amp; Comms</td>
</tr>
<tr>
<td>5.5</td>
<td>Create a club sponsorship and business development pack to assist clubs to better engage and align with corporate partners (align content with the existing Bowls Victoria Partnership Brochure).</td>
<td>MEDIUM</td>
<td>5.4</td>
<td>BV</td>
<td>BV Marketing &amp; Comms</td>
</tr>
<tr>
<td>5.6</td>
<td>Continue to monitor existing and identify new income streams for Bowls Victoria.</td>
<td>ONGOING</td>
<td>-</td>
<td>BV</td>
<td>BV</td>
</tr>
<tr>
<td>5.7</td>
<td>Continue to facilitate strong relationships with all partners through the expansion of staff roles (or creation of a new role) to focus on partner servicing.</td>
<td>MEDIUM</td>
<td>-</td>
<td>BV</td>
<td>BV</td>
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<tr>
<td>ACTION</td>
<td>PRIORITY</td>
<td>PREDECESSOR</td>
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<td>INITIATOR</td>
<td>DELIVERER</td>
<td>SUPPORTER</td>
</tr>
<tr>
<td>5.8</td>
<td>HIGH</td>
<td>-</td>
<td>BV</td>
<td>BV</td>
<td>SRV, LGA</td>
</tr>
<tr>
<td>Advocate and liaise with all levels of government to identify opportunities for funding and new facility and/or program development.</td>
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<tr>
<td>5.9</td>
<td>ONGOING</td>
<td>-</td>
<td>CDO</td>
<td>BV, CDOs</td>
<td>LGAs, Clubs</td>
</tr>
<tr>
<td>Monitor the viability of smaller clubs and work with them to consolidate or amalgamate with other clubs to ensure the long-term viability of the sport in all local communities.</td>
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<tr>
<td>5.10</td>
<td>ONGOING</td>
<td>-</td>
<td>BV Finance Committee</td>
<td>BV Finance Committee</td>
<td>External Auditor</td>
</tr>
<tr>
<td>Continue to monitor and report on Bowls Victoria’s financial performance via its Finance Committee</td>
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