



Bowls North Harbour Inc

Strategic and Operations Plan

2017-2020

- Leading the growth and development of Bowls in North Harbour -

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1. Mission

Bowls North Harbour is committed to increasing participation and achieving excellence in the sport at every level.

2. Vision

That Bowls North Harbour is to become recognised as one of the leading centres in New Zealand in respect to competition results, governance and management.

3. This Plan in Perspective

This centre plan is based on the Bowls NZ Strategic Plan 2015-2020. The centre works alongside Bowls NZ to coordinate regional programmes and services.



4. Role and Purpose of the Centre

The broad role of Bowls North Harbour is to **lead the development, growth and delivery of bowls in North Harbour**. The role basically has three components:

1. Governance
2. Centre operations
3. Club support services

The **broad responsibilities of the Centre** include:

- raising money for core services
- public and media relations
- centre and inter-centre competitions
- providing social and competitive opportunities for appropriate groups and levels of competitiveness
- providing leadership on issues
- information sharing and dissemination
- implementing strategies which strengthen the sport and provide a legacy for the future
- supporting and developing all levels of administration, coaching, umpiring, and greenkeeping
- implementing a talent identification and high performance programme

5. Elements and Processes

Governance	constitution, strategic plan, leadership, rules/regulations, interface with Bowls NZ, liaise with local councils, policy development and implementation
Centre Operations	centre competitions, issue management, communications, PR/media management, youth bowls development, representative programme, selections, team management, coach and umpire coordination, greenkeeper association liaison, financial management, planning and implementation, administration, marketing and sponsor management, record-keeping, trophies, website development and maintenance, change management, risk management, Bowls NZ CDO liaison, database management and statistics
Club support services	encourage club development towards best practice, coach and umpire training, advice and facilitation, club rationalization, casual and corporate bowls development, information dissemination

6. Values

The centre endorses and applies the following values:

We Value	We will
Continuous improvement	promote and grow the game
Integrity	be reliable and transparent in our dealings
Enjoyment/participation	promote formats to ensure all participants enjoy a positive bowling experience
Leadership	provide a positive vision for the sport and promote change where needed
Achievement	support players, officials and administrators to reach their potential and celebrate their successes. Develop talent
Service	treat all levels of the sport and the community as valued customers and meet their needs
Sustainability	implement sound financial, membership and management strategies to ensure the sport's ongoing viability. Meet budget targets.

7. Operating Environment

Like all centres, Bowls North Harbour is experiencing change with:

- fast moving technology and communication methods
- declining administrative depth and strength in some clubs
- progressively declining traditional membership numbers
- an aging membership (impacting on volunteer availability)
- reduced revenue streams from sponsors and funders
- competition from other sports
- a new generation of players seeking a sporting/entertainment experience on a 'pay for play' basis in a short time frame - unwilling in most cases to commit to traditional membership, formal dress codes and historical playing times and formats



Goal 1 Promote and Grow the Game

Activity Required outcome/action

Membership Support membership recruitment initiatives
Disseminate information to/from clubs

Youth Bowls Link maintained with CDO
Continue to grow club/school linkages

Goal 2 Develop Talent

Activity Required outcome/action

Talent Development Identify potential performance coaches
Adapt/adopt a talent identification plan aligned to Bowls NZ
Representative teams are coach led

Coaching Support regional coaching network Implement a centre coaching plan

Umpiring Support Umpires in all facets of their work

Bowls NZ Competitions Conduct Bowls NZ competitions on approved greens and under Bowls NZ terms and conditions

Bowls Awards Promote awards concept and encourage nominations

Goal 3 Provide a State of the Art Playing Environment

Activity Required outcome/action

Greenkeeping Encourage Greenkeepers Association in their work

Goal 4 Strengthen the Structure and Build Organisational Capability

Activity Required outcome/action

Strategic Plan Timely implementation of centre plan

Centre systems Develop the centre website, improve communication with bowlers

Club Plans Actively work with the CDO to develop and implement club plans and sharing of best practice

Centre constitution Maintain consistent with Bowls NZ centre model

Goal 5 Ensure a financially stable and sustainable future

Activity Required outcome/action

Club Rationalisation Discuss amalgamation of clubs as necessary
Encourage and support mergers of targeted clubs

Relationships Maintain contacts with Bowls Auckland, local authorities, media, sponsors and funders

Budget and Resourcing Maintain a centre operating budget, maximise revenue from all sources as necessary
Encourage good volunteer management practices