
Billiards & Snooker Association of WA (Inc)

Strategic Plan

2001-2003

**Prepared with assistance from the
Sport and Recreation WA**

July 2001

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Billiards & Snooker Association of WA (Inc) Strategic Plan 2001-2003

Introduction by the President

On behalf of the board, staff and volunteers of the Billiards & Snooker Association of WA (Inc), it is my pleasure to introduce the strategic planning document to the Billiards & Snooker industry and its stakeholders.

This plan is the culmination of six months of intensive work by staff, board members and volunteers. Special mention is made of Sport and Recreation WA who facilitated the many planning workshops.

During the planning period we have held numerous forums and seminars with staff from Sport and Recreation WA, Billiards & Snooker Association of WA (Inc) Board members, and key stakeholders from the community. These sessions have been instrumental in outlining the objectives and goals for the coming three-year period and devising strategies to obtain these objectives. I would like to take this opportunity to thank all persons who contributed to these seminars and forums.

Western Australia historically has an enviable record within the Billiards & Snooker fraternity with such great champions as 5 times World Amateur Billiards Champion Bob Marshall and the undisputed World Professional Billiards Champion the late Walter Lindrum, both inaugural Sports Hall of Fame members. Now being aspired to by the new breed of champions led by Matthew Bolton already twice Australian Billiards Champion at only 22. Paul Bunt 25, Daniel Jones 23, and Ben Judge 17 striving to achieve excellence in Snooker following in the footsteps of Bill Barrie, and Jim Bonner both previous Australian Champions and representatives of Australia at World Snooker Championships. Let us hope that our initiatives in the new strategic plan can recognise potential future champions.

The Billiards & Snooker Association of WA (Inc) is the peak body for the sport of Billiards & Snooker in Western Australia and is a not for profit organisation representing the interests of clubs and individuals who participate in the sport.

The Billiards & Snooker Association of WA (Inc) is affiliated with the Australian Billiards & Snooker Council (ABSC). The ABSC is the National Sporting Organisation (NSO) for Billiards and Snooker and is the officially recognised organisation by the Australian Sports Commission and the Australian Institute of Sport. As the NSO, the ABSC sets a number of broad strategies that state associations must follow. As such Billiards & Snooker Association of WA (Inc) is committed to supporting the ABSC in all endeavours as their goals are established through thorough consultation with peak governing bodies and all state associations.

I trust this plan will provide you, our members and other stakeholders, with a more complete understanding of the commitment the Association has to servicing your needs, and gives you an insight into how the key areas of priority will be addressed and resourced over the coming three years.

Barry Saxon
President

BACKGROUND

In 1997, the Western Australian Sport and Recreation Council produced: "Strategic Directions for Western Australian Sport and Recreation (1999-2002)", released by the Minister for Sport and Recreation in May 1999. It was the result of extensive consultation throughout the sport and recreation industry and provided a framework for future development for the industry.

This strategic plan is linked to the "Strategic Directions" document and outlines a pathway for the Billiards & Snooker Association of WA (Inc) to continuously improve its service to its stakeholders over the next three years and beyond.

SCOPE OF PLAN

This strategic plan for the Billiards & Snooker Association of WA (Inc) covers the period July 2001 until December 2003. It will lay the foundation for continued growth of Billiards and Snooker in WA and assist future boards in their reviews and planning of the sport.

The plan is intended to be a working document and is presented as follows:

Vision	-	Statement reflecting strategic direction for the period
Mission	-	The reason why the Association exists and for whom
Environment	-	Industry trends and external influences
Issues and Impacts	-	A strategic perspective of environmental issues
Desired Outcomes	-	Statements of preferred situation in three years
Objectives and Strategies	-	Specific and measurable targets for achieving outcomes
Implications of Plan	-	Financial and organisational
Evaluation	-	Process for evaluation and review

VISION

The sport of Billiards & Snooker in Western Australia has a higher profile, is an attractive option, and has increased participation levels. This will be achieved by:

- increased participation at all levels of the sport for players, coaches and officials
- the ultimate acquisition of our own headquarters
- a structured development pathway for all participants

MISSION

To promote, organise and develop Billiards and Snooker for all Western Australians to ensure they have equal opportunity to play socially or at the highest competitive level. The Association is recognised as the State body providing information, co-ordination, advice and sound management of the sport whilst promoting equity and good sportsmanship for all.

VALUES

Billiards & Snooker Association of WA (Inc) as the State's governing body of the sport of Billiards and Snooker, has many responsibilities to its members, its stakeholders and to the public at large.

The association has a responsibility to deliver to West Australians an opportunity to play the sports of Billiards & Snooker in an organised structure for all from Junior to Senior and Social to Elite. Providing a pathway for players to compete at National and International levels of competition.

We gratefully acknowledge the State Government of Western Australia's support of Billiards & Snooker both financially and administratively, through Sport and Recreation WA. This Strategic Plan was developed with the assistance of with the Sport and Recreation WA.

Billiards & Snooker Association of WA (Inc) supports all community held values, such as anti discrimination, and anti Drug policies .

ENVIRONMENT

Billiards & Snooker Association of WA (Inc) is affiliated with the National body – The Australian Billiards & Snooker Council (ABSC). The ABSC in turn is affiliated with the International Billiards & Snooker Federation (IBSF). The IBSF is recognised by the World Snooker Federation (WSF) and in turn then to the World Confederation of Billiard Sports through to the International Olympic Committee (IOC), General Association of International Sports Federation (GAISF) and other world game organisations.

The ABSC has yet to undergo a strategic review with the Australian Sports Commission (ASC) but will be undertaking this process in the foreseeable future. WA will be proactive in the development of the ABSC Strategic Plan utilising the knowledge gained during the consultations with the SRWA

The future successes of our sport in the International arena will best be gained through a strong and structured pathway recognising and re evaluating new targets for our players as they develop their skills.

The success of all of Australia's players in the International forum will benefit the sport immensely for all levels from social to elite.

The goal of the Billiards & Snooker Association of WA (Inc) is to increase participation and development of all participants by raising the profile of the sport, and ensuring the level of opportunities available are at all levels of the sport.

ISSUES AND IMPACTS

An analysis of strategic issues and their impact on the Billiards & Snooker Association of WA (Inc) was a integral part to the identification of opportunities for future development. The association aims to maximise it's strengths and minimise it's weaknesses whilst striving to attain the desired outcomes over the period of the plan

The issues identified will have a major impact on the association over the next three years.

Strategic Issues	Billiards & Snooker Situation
<p>Responsiveness to country association needs. Asian initiative.</p>	<p>Billiards & Snooker Assoc of (WA) is working towards the supporting of country associations more positively. Creating an Asian competition recognising our geographic situation.</p>
<p>Development of National Strategic Plan and policy.</p>	<p>Billiards & Snooker Assoc of (WA) Inc is proactive in the direction of the national policy of Billiards & Snooker and its development.</p>
<p>Membership; competition structure, state representation, schools participation, coaches and referees development, participation pathways, club development</p>	<p>Membership needs to improve. Competitions produced and organised by BSAWA are;</p> <ol style="list-style-type: none"> 1. Billiards & Snooker leagues. 2. State Championships & representation to Nationals. 3. State Junior events in 6 categories to National Championships. 4. School Competitions in development stage 5. Senior competitions in development stage <p>Development paths to be clearly defined for coaches, referees and administrators. Development paths for players Junior - Senior & Social - Elite need to be more cohesively linked. Club development needs to be addressed.</p>
<p>Financial viability; revenue sources including sponsorship.</p>	<p>Billiards & Snooker needs to improve financial viability. Government support is good and must be retained. More sponsorship needs to be gained. A major sport sponsor must be acquired.</p>
<p>Governance and staffing</p>	<p>Billiards & Snooker is well governed and the organisational structure is sound.</p>
<p>Profile-identity, image and recognition, marketing and promotion, provision of information, feedback mechanisms, member services.</p>	<p>Billiards & Snooker profile needs to be lifted to improve its marketing potential. Billiards & Snooker does not market itself as well as it can. Provision of information to members and the general public can be improved and is being addressed positively. Feedback mechanisms have been inadequate but are to be addressed. Member services can also be improved and will be addressed.</p>

DESIRED OUTCOMES

The Billiards & Snooker Association of WA (Inc) will focus on five (4) Key Result Areas, namely Profile & Sport Development, Facilities, Financial, Governance and Management.

These areas encapsulate the Association's mission and strategic issues, and are consistent with the WA Sport and Recreation Council's 'Strategic Directions' document.

Key Result Area 1: Profile & Sport Development

- Desired Outcomes 1-9:
1. There is a marked increase in our overall membership.
 2. A structured junior participation program is in place that encourages the transition to senior ranks.
 3. A school competition program is in place.
 4. A pathway participation program is in place for all players, coaches and officials.
 5. There is a significant increase in players, spectators and sponsors for all events.
 6. There is increased media coverage of the sports.
 7. There is a sustainable increase in volunteer numbers.
 8. A more effective communication network is in place.
 9. Relationships are established with our Asian counterparts.

Key Result Area 2: Facilities

- Desired Outcome 10: 10. A functional headquarters is established.

Key Result Area 3: Financial

- Desired Outcome 11: 11. Long-term sustainable revenue sources are established.

Key Result Area 4: Governance and Management

- Desired Outcome 12-15:
12. There is equity in our representation at the National level.
 13. A sharing of resources, information and facilities has been developed with other organisations.
 14. A strong and well-structured managerial framework is in place.
 15. Effective risk management is achieved.

OBJECTIVES AND STRATEGIES

Each desired outcome is supported by an analysis of what needs to be done (objectives) and how it will be done (strategies). These are detailed in a separate document: "Billiards & Snooker Association of WA (Inc) Strategic Plan 2001-2003: Objectives and Strategies", that is available on request. The specific objectives are also listed below in the quarter ending and year by which they are targeted to be completed.

2001....

JUNE

- Increase membership.
- Increase Referees register.
- Increase Coaching register.
- Develop an operational plan.

SEPTEMBER

- Investigate potential sport sponsors.
- Develop Junior program.
- School Snooker proposal developed.
- Appoint Media officer.
- Constitutional review committee to be appointed.
- Membership review conducted.

DECEMBER

- Conduct referendums on all facets of our sport.
- Appoint Junior coordinator.
- Conduct a volunteer forum with SRWA.
- School Snooker proposal approval.
- Develop a proposal for competitions within Asia.
- Evaluate TAFE Coaching course.
- Create Country database.
- Sponsorship committee appointed.
- Application to Australian Confederation of Cuesports.
- Risk management policy developed.

2002....

MARCH

- School Snooker liaison officer appointed.
- Sponsorship plan developed.

JUNE

- Increase membership.
- Implement Junior program.
- School Snooker proposal implemented.
- Membership review implemented.
- Increase Referees register.
- Increase Coaching register.
- Seniors State Championships.
- Proposal for competitions within Asia completed.
- Country database in place and operational.
- Feasibility study for State Cuesport Confederation
- Constitutional review completed.
- Plan for headquarters developed.

SEPTEMBER

- Proposal for ABSC restructure.
- Survey regarding Regional competitions completed.

DECEMBER

- To review the Strategic Plan.
- To conduct an annual stakeholder survey.

2003....

MARCH

- Competitions within Asia implemented.
- Regional competitions in place.

JUNE

- Increase membership.
- Increase Referees register.
- Increase Coaching register.
- Long term sponsor secured.

SEPTEMBER

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DECEMBER

- To review the Strategic Plan.
- To conduct an annual stakeholder survey.
- Preparation for new 3 year plan

IMPLICATIONS OF PLAN

Financial

To complete the implementation of all the strategies it will be necessary for the Billiards & Snooker Association of WA (Inc) to maintain its current levels of government funding and secure new sources of revenue.

Organisational

The current organisational structure of the Billiards & Snooker Association of WA (Inc), consists of the elected Board: President, Vice President and 4 Directors with an appointed part time Executive Director. In addition to the State Director of Coaching, State Examiner for Referees and numerous other volunteers that will provide valued assistance in ensuring key strategies are implemented.

EVALUATION

Performance measures have been developed for each objective and responsibility for the completion of each one has been assigned to the Billiards & Snooker Association of WA (Inc) office bearer positions or portfolio holders. The progress towards achievement of the target will be included on the agenda and monitored at each regular Board meeting. A review of the plan will be undertaken by the end of each calendar year with the assistance of Sport and Recreation WA.