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**Department of Sport & Recreation**

# Bowls WA - Strategic Facilities Plan

Needs Assessment Report

September 2010



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# 1. Introduction

Bowling (lawn bowling) clubs are currently faced with a number of issues relating to the provision of sporting infrastructure and facilities. Escalating construction and maintenance costs for club facilities in recent years poses financial problems for a number of clubs. The Strategic Facilities Plan aims to provide information to assist clubs in understanding, planning and meeting their facility needs.

Specifically, the plan aims to provide clubs with:

- ▶ A Bowls WA policy for the strategic development of facilities;
- ▶ An action plan for clubs for the development of club facilities;
- ▶ A clear and transparent needs assessment criteria for Bowls WA to apply to club requests for funding support from the Department of Sport & Recreation's Community Sporting Recreation Facilities Fund (CSRFF);
- ▶ A framework to help Bowls WA work with clubs to improve their future; and
- ▶ An understanding of what different types of clubs are 'sustainable'.

The Strategic Facilities Plan is to ensure that the provision of bowls facilities is carried out in a manner that is sustainable and in the best interest of the sport. The Department of Sport and Recreation receives numerous requests for the funding of facilities as part of their CSRFF grants program for all types of sporting infrastructure. As part of the CSRFF process Bowls WA and local governments advise the Department of Sport and Recreation on the prioritisation and assessment based on the needs of each club in relation to their application for funding. The primary focus of the Strategic Facilities Plan is to ensure a simple and transparent process for all involved whereby funding for bowls facilities is supported and recommended by Bowls WA on a needs basis. These needs will be assessed on a number of factors including the sustainability of the club, current facilities and the growth potential of the club.

There are currently 217 bowling clubs in Western Australia affiliated with Bowls WA. Bowls WA is the state sporting association responsible for advancing, promoting and controlling of the sport of bowls in WA. There are approximately 20,000 registered bowls players in WA, and estimates indicate there is almost the same number of unregistered social players. Bowls WA and the state's clubs are currently in the process of creating a tiered registration of community/corporate players to capture the true participation numbers.

Bowls Australia is the national sporting body responsible for promoting, standardising and administering bowls in Australia. Bowls Australia is currently preparing a resources kit to outline the standard minimum requirement for synthetic surfaces. Playing greens are constructed in accordance with the Laws of the Sport of Bowls with club facilities constructed as per normal building regulations.

In addition to the financial challenges facing bowling clubs, there is a growing need for clubs and members to be aware of the trends and demographic changes in WA. A large proportion of new bowling clubs are co-located with other sporting and community groups in multi-use facilities. This trend is supported by local government authorities as a way of increasing facility use, reducing the duplication of infrastructure and creating financially sustainable clubs. Over the past 20 years there has been a decrease in the number of capitated bowlers from 31,620 in 1980 to 19,757 in 2009 (37.5%). Meanwhile there has been a considerable increase in the number of social and corporate players. Some of these were captured in the "Get on the Green" program, with 4,744 additional registered players in 2009, and it



is estimated that there are at least another 15,000 players who are not captured on the Bowls WA database.

The Bowls WA Strategic Plan currently being developed seeks to leverage these trends to increase the number of capitated bowlers and encourage more people to play bowls competitively. This is also supported by the recently completed Bowls WA High Performance Plan and the Bowls WA Marketing Plan.

The Strategic Facilities Plan is to be developed in five (5) stages with a supporting document for each. The stages are:

1. Scoping Report
2. Needs Assessment
3. Facility Plan
4. Policy Development
5. Strategic Plan

The Needs Assessment Report is to provide an overview of the current facilities provided by bowling clubs in WA. The report seeks to identify deficiencies and duplications in the provision of such facilities. Facility standards and the criteria for State Government funding are key issues investigated in the consultation process. The Needs Assessment Report is the foundation for the development of the Strategic Facilities Plan, the creation of funding criteria for facilities and the facilities policy for Bowls WA.



## 2. Executive Summary

The Strategic Facilities Plan has been developed to support the growth of participation in bowls and to provide a planned approach for the provision of facilities in Western Australia. Bowls WA. The Department of Sport and Recreation and local government authorities will be able to use this plan as a guide to identify the gaps and duplications in the provision of bowling clubs and facilities. It will also identify the key requirements and activities carried out by sustainable clubs. Bowls is no longer just a summer sport played by older persons and the sport is looking to increase involvement of all age groups throughout the year, convert community bowlers to competition bowlers and change the image of the sport.

Bowls has in recent years increased its participation particularly in community (corporate) bowls competitions. These competitions have increased revenues of clubs but also the requirements for lighting, synthetic greens and generally the quality of clubhouse facilities. The plan also identifies numerous factors and activities carried out by clubs which enable them to remain sustainable and a valuable community asset. The longevity of a bowling club and its facilities is reliant on the following factors:

- ▶ Membership – capitated, non-capitated and social
- ▶ A strong volunteer base
- ▶ Good financial management
- ▶ Facility usage for a broad range of activities
- ▶ Diverse range of revenue sources

Clubs can not survive without a strong base of club members which play in a range of competitions and who are also the clubs volunteer base. Clubs are now increasingly reliant on these volunteers and paid employees to generate additional revenue through the increased use of their facilities. In addition to the running of pennant and open competitions the main activities that clubs undertake are the conducting of community bowling competitions, hiring of the facilities for events and sub-leasing their facilities to other sporting clubs or users.

In the past decade there has been a significant trend toward clubs replacing natural turf greens with synthetic greens. The survey and workshops indicate that there currently exists approximately half natural turf and half synthetic greens. A number of clubs, especially smaller clubs that do not have a full-time green keeper and small volunteer base are raising funds to replace their natural turf greens with synthetic greens. The majority of metropolitan clubs that advised they will be retaining their natural turf greens were larger clubs with 3 or 4 greens, a large volunteer base and sufficient income to support a full-time greenkeeper.

The findings and recommendations of the needs assessment are based around three key areas. These areas are:

- ▶ Increased participation
- ▶ Facility management
- ▶ Financial management.



Successfully dealing with these three areas will result in a greater number of sustainable bowling clubs, increased sporting participation and reduced reliance on volunteers.



## 3. Bowls WA Responsibilities and Philosophies

### 3.1 Bowls WA Responsibilities

Bowls WA as the state association for bowls has a number of responsibilities to the clubs and members it represents. The primary responsibilities of the organisation are:

- ▶ Promotion and advancement of bowls in WA
- ▶ Conducting of championship/state events
- ▶ Co-ordination of metropolitan pennant (inter-club) competitions
- ▶ Provision of high performance pathways for players and coaches
- ▶ Education of coaches and umpires
- ▶ Provision of assistance to clubs with management issues
- ▶ Representation for the sport in the public forum
- ▶ Developing strategies to grow and develop the sport of bowls

### 3.2 Bowls WA Philosophies

The Strategic Facilities Plan is based on the philosophies for Bowls WA with regards to facilities. These philosophies are:

- ▶ Encourage access to bowling clubs and facilities for all
- ▶ Support and promote clubs, competitions and members
- ▶ Increase bowls participation in all forms
- ▶ Improve the relationship between bowling clubs and local government authorities
- ▶ Improve the long term financial and facility planning for clubs

In order for Bowls WA to provide advice to the WA State Government on the funding of facilities it needs to develop a set of criteria that reflects these philosophies. The criteria will be the basis for assessment of the needs of individual clubs by Bowls WA when clubs request funding through the Department of Sport and Recreation's Community Sporting Recreation Facilities Fund. Primarily this is based on developing sustainable clubs and facilities.



## 4. Facilities Classification

### 4.1 Overview of Facilities Classification

Currently there are 217 bowling clubs registered with Bowls WA that compete in pennant competitions across WA. There is a wide range of facility standards and components of bowls clubs throughout the state from single green country clubs with 30 members to multi sport club facilities with 500 plus bowlers and more than 1500 members for all the sports. The responses from the workshops and surveys highlighted the wide variety of club structures, competitions and sources of revenue that clubs have. For the purposes of the facilities classification a broad range of club types have been developed for both the metropolitan and country facilities.

The majority of metropolitan clubs are within 15 kilometres of each other and country clubs travel up to 200 kilometres for league pennant competitions. Bowls WA does not have a hierarchy of competitions as there is with Australian Rules Football which has a national league, state league and local league. As such individual bowling clubs have evolved based on their member participation, local government funding and the ability of clubs to generate different income sources for facility development. The facilities are often not a reflection of the sporting success of individual clubs but the management and financial capabilities of club members.

The general club classification factors are:

- ▶ Number of greens
- ▶ Natural turf or synthetic greens
- ▶ Number of capitated members
- ▶ Number of non-capitated (community/corporate) members
- ▶ Number of social (non-playing) members
- ▶ Stand alone or shared club facilities
- ▶ Primary income sources
- ▶ Standard of greens
- ▶ Size and standard of facilities

### 4.2 Metropolitan Facilities Classification

The following classifications (Tables 1 and 2) are based on the survey results and workshop discussions held with a number of bowling clubs.



**Table 1 Metropolitan Facilities Classification**

	<b>Sustainable Multi-Sport (Club)</b>	<b>Sustainable Larger Club</b>	<b>Sustainable Small Club</b>	<b>Unsustainable Club</b>
<b>No. Greens*</b>	2-4 greens	4-5 greens	2-3 greens	1-3 greens
<b>Natural Turf / Synthetic</b>	Primarily synthetic	Primarily natural turf, usually with 1-2 synthetic greens	Mainly natural turf, more synthetic's being built	Primarily grass, can not afford synthetic
<b>Capitated Members</b>	80-200	120-200	60-100	30-50
<b>Non-capitated Members</b>	200-500	150-300	60-120	0-50
<b>Social Members</b>	100-500	50-200	30-100	0-50
<b>Player to rink ratio (range)</b>	15:1- 25:1	15:1-25:1	12:1 – 20:1	5:1 – 10:1
<b>Standard of Greens</b>	High	High	Medium	Low
<b>Primary Income Sources</b>	Bar, multi-use hire, community bowls, LGA support	Bar, community bowls, event hire, sponsorship	Bar, event hire, community bowls, sponsorship	Bar, membership, LGA support
<b>Stand Alone / Primary Club/ Shared **</b>	Shared	Stand alone and primary club	Stand alone, primary club	Stand alone
<b>Size and Standard of Facilities</b>	Large, usually under 15 years old, well maintained	Medium to Large, circa 1950 -1970 requiring capital refurbishment	Small to medium circa 1960 – 1980 requiring capital refurbishment	Small-medium circa 1950- 1970, requiring significant facility upgrade
<b>Location</b>	Newer suburbs and growth areas	Established suburbs within 20 kms on the CBD	Established suburbs within 20 kms on the CBD	Established suburbs with changing demographics
<b>Demographic</b>	60 plus (capitated) mixed (community)	60 plus (capitated) mixed (community)	60 plus (capitated) mixed (community)	Older capitated, no-low community bowls competitions

\* Assumes green with 7 rinks

\*\* **Stand Alone** – No other sporting clubs involved with the facility. **Primary Club** – Some sporting club sub-tenants (e.g. darts, pool, croquet etc.), bowling club is facility manager. **Shared** – Management of the facility is done through a committee which is divided between the sporting clubs which use the facility. The bowling club is not the majority committee member.

LGA is local government authority.



### 4.3 Country Facilities Classification

The following classifications are based on the survey results and workshops discussions held with a number of bowling clubs.

**Table 2 Country Facilities Classification**

	<b>Sustainable Multi-Sport (Club)</b>	<b>Sustainable Larger Club</b>	<b>Sustainable Small Club</b>	<b>Unsustainable Club</b>
<b>No. Greens*</b>	1-3 greens	3-4 greens	1-2 greens	1-2 greens
<b>Natural Turf / Synthetic</b>	Synthetic	Natural Turf and Synthetic (at least 1 synthetic)	** Natural Turf and Synthetic, depends on region	Natural turf
<b>Capitated Members</b>	40-60	100-200	30-100	20-40
<b>Non-capitated Members</b>	50-200	50-200	0-120	0-30
<b>Social Members</b>	50-200	30-150	20-50	0-30
<b>Player to rink ratio (range)</b>	12:1- 20:1	10:1-20:1	10:1 – 15:1	3:1 – 9:1
<b>Standard of Greens</b>	High	High	Medium – High	Low – Medium,
<b>Primary Income Sources</b>	Bar, multi-use hire, community bowls, LGA support	Bar, community bowls, event hire, sponsorship	Bar, event hire, community bowls, sponsorship	Bar, membership, LGA support
<b>Stand Alone / Primary Club/ Shared ***</b>	Shared or Primary Club	Primary Club or Stand Alone	Primary Club or Stand Alone	Stand alone, primary club and shared
<b>Size and Standard of Facilities</b>	Wide variety - usually reflects town size	Medium to large, circa 1950 -1970 requiring capital refurbishment	Small to medium, circa 1950 -1970 requiring capital refurbishment	Small-medium circa 1950- 1970, requiring significant upgrade
<b>Location</b>	Growth town, high employment base	Established regional town, high employment base	Established town, some employment base	Smaller towns low employment base
<b>Demographic</b>	Older capitated, mixed age community	Older capitated, mixed age community	Older capitated, aging general population	Older capitated, aging general population

\* Assumes green with 7 rinks

\*\* Wheatbelt, south west and great southern are moving primarily toward synthetics due to water restrictions, maintenance costs and need for access to greens all year round.

\*\*\* **Stand Alone** – No other sporting clubs involved with the facility. **Primary Club** – Some sporting club sub-tenants (e.g. darts, pool, croquet etc.), bowling club is facility manager. **Shared** – Management of the facility is done through a committee which is divided between the sporting clubs which use the facility. The bowling club is not the majority committee member.



## 5. Methodology and Consultative Process

The main method of consultation used in the development of the Needs Assessment stage of the Strategic Facilities Plan was seven workshops conducted with 26 clubs. The workshops were held at three metropolitan clubs, one country club and three via video-conference. A survey was sent to all of the bowls clubs in WA prior to these workshops to gather information currently not held by Bowls WA or the Department of Sport and Recreation. The survey responses also provided information that was the basis for the workshop topics and questionnaires. The consultative process sought to identify trends in participation and type of facility usage occurring at clubs across the state. There was recognition by the bowls community that participation types and competition structures had changed over recent years with the increase in community competitions but also that this and other important trends had not been recorded.

A survey was sent to all of the bowls clubs in WA in September 2009 and consisted of approximately 15 questions on the general aspects of bowls clubs (Appendix A). These included the size of the club, the number of members and greens, landholding information and type of playing surfaces. The purpose of this survey was to gather information for the workshops, provide an overview of the facilities in WA and create interest for the clubs in the Strategic Facilities Plan.

A series of workshops were held with clubs between the 2<sup>nd</sup> and 18<sup>th</sup> of November at clubs or via video-conference with a number of country clubs. Approximately 120 clubs were invited to attend the workshops.

**Table 3 Workshop Attendees**

<b>Workshop Date</b>	<b>Location</b>	<b>Attendees</b>
2/11 Morning	Osborne Park	Dalkeith/Nedlands, Beaumaris, Innaloo, Warwick, Wanneroo, Sorrento
2/11 Afternoon	Morley	Kalamunda, Valley, Nollamara, Stirling
8/11 Afternoon	Manning	Rossmoyne, Safety Bay, Kwinana, Willetton, Lake Monger
11/11 Afternoon	Bunbury	Boyanup, Binningup, Bunbury, Donnybrook plus 1 regional DSR representative
18/11 Morning	Albany (Video)	Emu Point and 3 DSR regional representatives
18/11 Midday	Northam (Video)	Northam, Meckering, Toodyay, Goomalling plus 2 regional DSR representatives
18/11 Afternoon	Geraldton (Video)	Port Denison, Wonthella plus 1 regional DSR representative

DSR is the Department of Sport and Recreation.

The topics discussed in the workshops were:

- ▶ Facility provisions and assessment
- ▶ Playing surfaces



- ▶ Player to rink ratio's (playing requirements)
- ▶ Club capacity – stand alone and shared facilities
- ▶ Gaps and duplications of facilities
- ▶ “Sustainable club” models
- ▶ Interaction with local government authority, Bowls WA and the Department of Sport and Recreation
- ▶ Financial information and Assessment
- ▶ Funding Criteria and Assessment
- ▶ Recommendations

Questionnaires were provided to each of the participants of the workshop with individual questions relating to the topics listed above. The participants were asked to complete the forms during the workshop providing information to the best of their knowledge. The workshop consultation process added valuable qualitative information in preparing the Strategic Facilities Plan. The workshop discussions highlighted a number of issues which are of concern to bowls clubs including the funding and adequate provision of kitchen and catering facilities, standardisation or accreditation of synthetic greens suppliers and governance issues for clubs in multi-sport and multi-use facilities. Responses by the clubs involved are provided in Appendix B of this report.



## 6. Outcomes of the Consultative Process

### 6.1 Survey Results

There were 58 responses from the initial survey sent to clubs in September 2009. The following findings relate to both metropolitan and country clubs:

- ▶ Approximately 2.3 greens per club with 50% of greens being natural turf and 50% synthetic.
- ▶ Majority of new synthetic surfaces have been constructed since 2004.
- ▶ Approximately half of the greens have lighting.
- ▶ Approximately half of the clubs are stand alone clubs.
- ▶ Average year of the clubhouse construction is 1967.
- ▶ Clubs that are co-located are generally with tennis, golf and darts.
- ▶ Average of 210 members per club, includes capitated, social and non-capitated members.
- ▶ Average of 280 visitors per week to clubs.
- ▶ Average income of approximately \$240,000 and a profit of \$30,000.
- ▶ Income was closely related to the numbers of visitors more than number of members.

#### 6.1.1 Country Survey Results

There were 38 responses from country clubs to the initial survey. Some of the findings specific to these clubs include:

- ▶ An average number of capitated players per club is 81.
- ▶ A capitated member to green ratio is 6:1
- ▶ Clubs in the South West League was considerably higher than the other leagues with an average of 115 capitated players per club and a capitated player to green ratio of 8:1.
- ▶ Approximately 45 % of the greens are natural turf and 55% are synthetic.
- ▶ Average income was approximately \$132,000.

#### 6.1.2 Metropolitan Survey Results

There were 20 responses from metropolitan clubs to the initial survey. Some of the findings specific to metropolitan clubs include:

- ▶ An average number of capitated players per club is 158.
- ▶ A capitated member to green ratio is 7:1.
- ▶ The Northern Region League was slightly higher than other regions with an average of 194 capitated members per club and a player to rink ratio of 8:1.
- ▶ Approximately 58% of the greens are natural turf and 42% are synthetic.
- ▶ Average income is approximately \$390,000.



## 6.2 Workshop Outcomes and Findings

The outcomes and findings provided in this section are the result of the workshop discussions and questionnaires completed by the workshop attendees. Specific responses to each of the workshop questions are provided in Appendix C. The information in this section relates to the specific topics and questions discussed at each of the workshops. Please note that this does not necessarily reflect the situation or opinions of all clubs.

Each of the workshops raised different issues faced by clubs and was often specific to individual regions and areas. The clubs in Perth's northern suburbs were concerned about their current restricted facilities particularly the upgrading of kitchens to generate additional income to cover the rising costs of maintaining their facilities. The clubs in Perth's southern suburbs were concerned with need for either major capital refurbishment or replacement of some of their facilities due to their age. The small and medium sized country clubs were concerned about their ability to increase their playing and social members. Nearly all clubs are concerned about the increasing reliance on the aging volunteer base who have for many decades maintained the facilities to the required standards.

### 6.2.1 Facility Provisions and Assessment

What are your general facilities, age, condition and the expected time frames for replacement or refurbishment?

**Clubhouse:** *Are there certain amenities in the clubhouse that require updating?*

- ▶ A large majority of clubs are concerned about the aging nature of their clubhouses. There is an indication that there are a number of clubs with asbestos roofing and panelling which needs to be further investigated.
- ▶ Generally toilets and greens are well maintained and updated on a regular basis.
- ▶ Most clubs acknowledge the need for updated kitchen facilities (commercial/catering grade) to attract and retain members of all types. The ability to prepare and sell food on a daily basis or for functions is vital to the financial survival and growth of most clubs. A few clubs commented that they could lose current members if they do not update their facilities.
- ▶ Volunteers have traditionally been responsible for the capital refurbishment and general maintenance of club facilities. The activities are increasingly carried out by paid contractors requiring greater income to be generated by the club to cover these costs.
- ▶ Master planning for clubs or multi sports facilities should be undertaken. There are number of clubs which now cannot be moved or extended due to the location of current car parks, clubhouses, greens and services.
- ▶ Some clubs have borrowed significant funds from the members and local government authorities to upgrade. Some clubs have had to borrow due to ineligibility for grants and funding as they are on freehold land.
- ▶ Clubs should not locate outside the town centre or major residential areas; they are better attended if they are central and become a community hub.



### ***Playing surface:***

- ▶ The majority of clubs greens (both natural turf and synthetic) are well maintained and part of their financial planning (sinking funds etc). There is a variety of view points on the length of time required between the resurfacing of synthetic greens, between 7 and 14 years depending on proximity to the coast, use, quality of construction and maintenance regime. Club satisfaction with natural turf greens is strongly dependant on the quality of the green keeper, volunteers and climate.
- ▶ Both surface choices appear to have a number of benefits and restrictions. A large portion of financially sound clubs have a mixture of both (particularly in the metropolitan region). However, it is still possible to be successful with just natural turf (e.g. Dalkeith-Nedlands) or only synthetic (e.g. Safety Bay).
- ▶ Some clubs reported that machinery costs, watering, greenkeeper can cost up to \$80,000 p.a. while others stated that green maintenance costs can equate to less than \$25,000 p.a. with some voluntary labour, existing machinery and if the club has 3-5 greens.
- ▶ Some country clubs have successfully shared greenkeepers with local tennis, golf and hockey clubs.

### ***Lighting:***

- ▶ Nearly all clubs supported keeping their existing lights or having new lights installed. It is viewed as being vital to the growth of the sport and individual clubs especially with community bowls competitions.
- ▶ Clubs in the Great Southern generally do not request or require lighting as it is too cold in the evenings to bowl under lights. There is a possibility that an indoor facility may be appropriate for the region if a facility can be proven to be financially viable.

### ***Car parking:***

- ▶ The majority of clubs have adequate car parking. The only major issue is the need for some clubs to have the car parks resurfaced.

### ***Other:***

- ▶ Some clubs have an in-house caterer; this area needs to be explored to resolve issues of sub-leasing and the number of functions that can be held in a club facility.
- ▶ There is concern from a number of clubs that their clubhouses and other facilities have been maintained by volunteers who are aging and unable to continue the level of work required in keeping facilities operational. Some clubs will not be able to afford the costs associated with maintenance and capital refurbishment. Without resolving this issue club facilities may begin to fall into disrepair and require significant funds from local government authorities to remain in operation. Local government authorities may determine that the cost to their community is greater than the benefit provided by the club leading to its closure.
- ▶ Clubs must ensure they comply with Government regulations regarding smoking areas.



### ***How many paid staff members are at your club?***

- ▶ The majority of metropolitan clubs have between 2 and 4 paid staff members who carry out mainly bar manager roles and club manager (competition co-ordination) roles.
- ▶ Country clubs vary from no paid staff members to 6 depending on the size and activities of the club.

### **6.2.2 Playing Surfaces**

#### ***What type of surfaces does your club have?***

- ▶ There was approximately 50% natural turf and 50% synthetic playing surfaces for all of the workshop attendees. There was a slightly higher proportion of natural turf at metropolitan clubs and synthetics at country clubs.

#### ***What is your preferred playing surface and why (maintenance, consistency of surface etc.)?***

- ▶ Natural turf mainly for competition (metropolitan).
- ▶ Synthetic for competition (country).
- ▶ Synthetic for commercial and operational reasons with some exceptions where the natural turf greens are used as a point of differentiation.
- ▶ The success of a club with natural turf greens is very dependant on the skill of the greenkeeper and the volunteers within the club. Clubs with natural turf generally have between 3 and 5 greens. These are clubs that were established in the 1950's and 1960's in affluent suburbs and have a high number of volunteers and members.
- ▶ Some synthetic surfaces have needed replacement or repair after 6 months while others are still performing well after 13 years. Clubs who are considering putting in new surfaces should discuss with other clubs before purchasing new synthetics. It should be noted that Bowls Australia is working towards having a preferred synthetic greens supplier list for clubs and the creation of playing surface standards for synthetic greens.
- ▶ Metropolitan clubs appear to be better able to accommodate a larger club with grass and synthetic greens. Those clubs with a mixture of grass and synthetic have done so with considerable success and can accommodate a larger number of community bowlers while also allowing their members access to a green all year round.

### **6.2.3 Player to Rink Ratio**

#### ***What is your current player to rink ratio?***

- ▶ Country – 3:1 up to 11:1 for pennant bowlers and up to 20:1 for all bowlers.
- ▶ Metropolitan - 5:1 up to 11:1 for pennant bowlers and up to 30:1 or more for all bowlers.

The large majority of clubs agreed that changes to competition programming would allow for either a reduction of required greens or increased competition numbers. Both of these actions would increase the



player to rink ratio and make a more effective use of facilities and possibly reduce funding requests to local government authority and the Department of Sport and Recreation.

- ▶ Some clubs have large number of social members and as a result attract a high number of social players who are not recorded as capitated bowlers.
- ▶ Player to rink ratio is limited by the competition programming rather than physical constraints. Based on the current findings and discussions it is unlikely that there is a club with greens that is overused by capitated players.

It is acknowledged that there are regional influences on what is considered a low, adequate or high player to green ratio. Individual local government authorities may also have a policy regarding what is the preferred or capacity ratio for greens.

#### ***What is your preferred number of players per rink?***

- ▶ 9:1 – 11:1 players per rink under the current pennant program.
- ▶ If community, social and pennant competitions were programmed for all peak periods a single synthetic green could accommodate in excess of 300 or 400 bowlers during the summer period per week with a 7 rink green.
- ▶ Natural turf greens are restricted in their ability to accommodate wear and tear but could accommodate more than 200 bowlers a week if well treated, rotated and maintained with a 7 rink green.

#### ***How many non-capitated (community/corporate) bowlers use your bowling club greens per week?***

- ▶ Any where from zero to 400 players per week community competitions are usually between 6 and 12 weeks for less than 20 weeks per year over the summer months.
- ▶ Country clubs attract approximately 40-60 corporate players. Many clubs are unable to attract corporate bowls competitions as there are limited places of employment in close proximity.
- ▶ Metropolitan clubs usually have between 50 and 100 community/corporate players.
- ▶ Those clubs which are capable of attracting consistently high number of community/corporate bowlers are significantly more financially viable. Most are able to generate sufficient funds to cover ongoing maintenance, capital refurbishment, facility additions and new sporting infrastructure. This occurs in both metropolitan and country areas which are close to high employment and residential areas.

#### ***Does the use by non-capitated bowlers increase the need for additional greens or facilities?***

- ▶ Generally the response was no. Some clubs attracting large community/corporate bowls crowds have begun operating 2 or 3 nights a week. Clubs however are reluctant to employ paid staff to run these community events, opting to use volunteers instead.

#### ***Club membership capacity is restricted by the following:***

- ▶ Capitated members: competition program.



- ▶ Social members (non-bowling): size of the clubhouse and the conflict with capitated members.
- ▶ Non-capitated (community/corporate) members: marketing, number of greens, volunteers to organise competitions and proximity to residents or workers.

***What do you believe is the capacity of your club for the following?***

**Table 4 Metropolitan Club Facilities – Member Capacity**

	<b>Sustainable Multi-Sport Club</b>	<b>Sustainable Larger Club</b>	<b>Sustainable Small Club</b>	<b>Unsustainable Club</b>
<b>Pennant Bowlers</b>	120 - 300	180 - 400	90 - 150	30 - 60
<b>All Members (incl. social)</b>	500 – 2,000	500 – 1,000	150 – 300	50 - 80
<b>Community/ Corporate Bowlers</b>	150 – 500 Per week	250 - 600	80 - 250	0 - 30

**Table 5 Country Club Facilities - Member Capacity**

	<b>Sustainable Multi-Sport Club</b>	<b>Sustainable Larger Club</b>	<b>Sustainable Small Club</b>	<b>Unsustainable Club</b>
<b>Pennant Bowlers</b>	60 - 300	180 – 400	40 – 120	20 - 30
<b>All Members (incl. social)</b>	120 – 600	300 - 600	80 - 250	30 - 60
<b>Community/ Corporate Bowlers</b>	150 – 500 Per week	250 - 600	80 - 250	0 - 30

Capacity in country areas is affected by the local population base and access to employment centres. There are numerous small towns which do not have local employment and therefore struggle to generate income from community bowls competitions. However, other country bowls clubs were able to attract large numbers of community bowlers and were only restricted by the time and effort of volunteers.

***Is your club stand alone or shared?***

- ▶ Approximately a 50/50 split.
- ▶ There are a number of issues with multi-use facilities including:

Constitution and governance

Appropriate allocation of funds to sporting groups - Often bowling clubs provide the majority of volunteers, income, capital refurbishment but not sufficient financial return to the club funds or facilities.



- ▶ The more successful shared facilities clubs are those in which the bowling club is the primary member and facility manager where there is a sub-lease or access arrangement with smaller clubs or users.
- ▶ Other sport clubs which are located with Bowls include:
  - Tennis
  - Darts
  - Golf
  - Cricket
  - Soccer
  - Croquet

#### 6.2.4 Gaps and duplications of facilities

##### ***Does your club require larger facilities or more greens? What are they and why are they required?***

- ▶ Need for a metropolitan indoor facility (Mandurah is having an indoor facility built with 6 rinks). There was however no consensus as to how this would be funded, where it would be located and how the facility should be managed.
- ▶ There does not appear to be a duplication of facilities but a lack of use for facilities that currently exist. If those underutilised clubs are not able to increase participation, members or revenue they may close. Clubs which have closed or amalgamated have done so as a result of poor management and community engagement.
- ▶ Clubs do not generally request additional facilities or upgrades that they do not need. Additional facilities are considered a burden on a club, with decisions to expand are not taken on lightly and in consultation with their local government authority.

##### ***Would you support the concept of a regional lawn bowls facility? The facility would provide additional greens and amenities for larger competitions and training purposes. It may also receive preference in funding from the Department of Sport and Recreation for facilities.***

Two types of regional clubs were discussed at the workshops.

1. Existing clubs that are able to hold large competition events, training programs and support smaller clubs in their league.
  - ▶ Regional concept has greater acceptance in country areas more than metropolitan.
    - Bunbury group was supportive.
    - Wheatbelt – mainly all small clubs, generally unsupportive of the regional club concept.
    - Metropolitan – generally unsupported as there is already competition between clubs for members and events.
2. Large 'regional club' or several smaller clubs in population growth areas such as Yanchep and Alkimos.



- ▶ Mixed response at all of the workshops. Some suggestions were that there are several smaller clubs where the facilities are planned to allow for clubs to develop into a regional club, e.g. land set aside for expanded clubhouse, car parking and additional greens.
- ▶ There would only be one regional facility per region until demand required a smaller supporting clubs in a designated growth area.

***What is the general catchment area for your club? Are most of your members located with 2, 5 or 10 kilometres (metropolitan) or 10, 20 or 50 kilometres (country)?***

- ▶ 0 -5-10 kilometres for metropolitan clubs
- ▶ 0 -5-20 kilometres for country clubs.

***Could your club benefit from being collocated with other sporting clubs?***

- ▶ There was a resounding “No” from the vast majority of clubs.
- ▶ Those clubs that have deemed themselves successful and are a multi-sport facility are those where the bowls club is the primary club and facility manager. Successful versions of this are Safety Bay with darts bringing in a large number of visitors to the clubs where the darts players pay a proportion of their membership fees being passed onto the club to maintain the facility. Port Bouvard is a successful club which began as a bowls club but now has 14 clubs under its management umbrella; the facility is well used with 1300 members for all sports.
- ▶ There are a number of issues with multi-use facilities including:
  - Constitution and governance matters.
  - Appropriate allocation of funds to sporting groups, often bowling clubs reported providing the majority of volunteers, income, capital refurbishment but not sufficient access and financial return to the club funds or facilities.

### **6.2.5 “Sustainable Club” Models**

***What do you consider to be the factors of a sustainable club? E.g. financially sound, growing membership and/or competitions that can survive without new members.***

- ▶ Competent management with clearly defined business plans for the club.
- ▶ Create a sustainable volunteer base. Dependence on an aging volunteer base will have serious consequences on the condition of the facilities and the financial burden to maintain the club.
- ▶ Social and sporting use mix is important, including indoor sports (darts) and non-sporting activities (cards and dancing).
- ▶ Perception of bowls is not great and needs to be marketed properly towards juniors and 40-50 year olds. If the next generation of competitors, managers and volunteers are not fostered the clubs and sport will struggle in future years.
- ▶ Attract young people as part of the membership, competitions and volunteer base.
- ▶ Business planning and programs to help clubs is essential to long term financial viability. Clubs which act commercially are likely to be in existence for longer.



- ▶ Need to understand and develop a “sustainable league” model. A league structure that supports each other and does not compete for members or funding. A planned approach to funding at a regional level may gain support through CSRFF and local government authorities rather than competing at the same time for limited funds.
- ▶ Smaller clubs in country areas mainly run at break-even and have trouble funding facility upgrades. Small increases in revenue have significant effect on small clubs. This highlights the need for these clubs for assistance in understanding what options are available to reduce costs and generate revenue.
- ▶ Financial experience is highly beneficial to survival and growth of a club.

***Could your club reduce the size of its facilities or number of its greens and maintain the number of competitors and members?***

- ▶ Difficult to reduce the size of clubhouses – possibility to look into reducing maintenance costs for facilities with general advice on what is good facility management being made available to clubs.
- ▶ Reduction of facilities needs to be done carefully and not to the detriment of the sport.
- ▶ Possible decommissioning of a green until player participation increases.
- ▶ Include or add other sports as replacement for the size of one bowling green (e.g. two tennis courts)?
- ▶ Amalgamations and closures should only result after attempts to increase membership and revenue are unsuccessful. Those who are still members need to be successfully relocated to other clubs.

***Is your club trying to increase its member and competitions numbers to become a more sustainable club? What actions are you undertaking to achieve this?***

- ▶ The majority of clubs stated yes. The activities and programs they are using include:
  - Letterbox drops
  - Shopping centre visits
  - School programs
  - Advertisements in local papers
  - Open days
- ▶ There is difficulty keeping new members after the first year. Only a small number of the younger members stick around for a long period of time.
- ▶ There is a considerable problem trying to attract players in their 40's and 50's who view the sport as an 'old persons' game.

## **6.2.6 Interaction with Local Government Authority**

***Is the club on freehold or leasehold land?***

- ▶ Majority are leasehold



***If leased, who from and what are the terms of your lease (time and cost)?***

- ▶ Generally long term leases, approximately 20-30% of clubs do not have a current lease.
- ▶ Relationships between clubs and local government authorities vary considerably. Some local government authorities cover all maintenance, capital refurbishment; others charge full rates and provide no funds for new facilities or infrastructure.

***Are there any additional lease and property issues with your club?***

***E.g. Building insurances, lease negotiations with your local government authority etc.***

- ▶ There are an increasing number of requests by local government authorities for clubs to pay full commercial shire rates. The majority of clubs currently pay a peppercorn lease amount and have minimal spending on resources.
  - It should be noted that the majority of requests by local government authorities to increase rates is a result of a grant to the club.
- ▶ A good relationship between clubs and local government authorities help with the submission for additional funds from the Department of Sport and Recreation for facilities via the CSRFF grants scheme. A couple of clubs also reported that some local government authorities often see clubs as a financial liability and keep the communication between parties to a minimum.

## **6.2.7 Financial information and Assessment**

***Does your club have a budget for maintenance?***

- ▶ The majority of clubs did not have a specific allowance for maintenance and repaired their facilities on an ad-hoc basis.

***How much does your club spend on maintenance per annum?***

- ▶ The majority of clubs keep little or no record on their maintenance spending.
- ▶ Clubs can spend up to a \$100,000 on maintenance per annum not including new capital works.

***What is your club's annual turnover?***

- ▶ Responses varied from \$35,000 to more than \$1 million per annum.

***What was your net profit/loss last financial year?***

- ▶ Responses varied from a loss of \$20,000 to a net profit of more than \$100,000 which was being retained to pay for future facility improvements.

***Does your club have a sinking fund (allocation of money) or operating reserves for facilities?***

- ▶ A small number do, others have just used theirs to construct synthetic greens and others have never had one.

***What is the financial objective of your club?***

1. Increase revenue to pay for new or upgraded facilities



2. Increase revenue to repay existing debts
3. Increase revenue to retain as surplus profits
4. Base income to cover operating costs

#### **6.2.8 Recommended Funding Criteria – Workshop (Club) Attendees**

***Please indicate the importance and ranking (1 most important – 10 least important) of each of the funding criteria listed below.***

The workshop attendees were rank 9 options and/or nominate another option as to what they considered the most important funding criteria. The weighted average responses were:

1. Increased facilities to attract more participants
2. Synthetic playing surfaces
3. Lighting
4. High player to rink ratio
5. Maintenance record for facilities
6. Compliance with previously submitted business plans
7. Development of a 'Competition and Training' bowls facility
8. Multi sport (current)
9. Other – youth policy
10. Multi-sport relocation

#### **6.2.9 Recommendations**

***What recommendations do you have to improve the facilities at clubs in WA? How can Bowls WA, the Department of Sport and Recreation and Local Government Authorities improve the process of funding your facilities?***

- ▶ Youth policies as part of the funding requirements; otherwise the sport will not survive.
- ▶ The club is to be viewed as a total entity. Borrowings and grants should be for the total business plan including clubhouse upgrades not just toilets and greens. The package must be for a broader brush approach so total upgrades can be achieved.
- ▶ Club has a good relationship with all authorities; each club will have different issues and therefore different solutions.
- ▶ Ensure provision is made for increasing number of social bowlers and night bowls.
- ▶ Simplify the CSRFF application process.
- ▶ Club administration needs help in preparing applications.
- ▶ Creation of a Masters/Seniors/Veterans Division to free up spots in the Pennant Firsts and Seconds; this will also increase available programming. Masters/Seniors/Veterans should be played outside the hottest part of the day.



## 7. Demographic Analysis

Bowls has over the past few decades reduced the number of capitated players while at the same time increasing its overall participation rate in WA. This is a result of the change in competition types and the increasing social participation of bowls in community (corporate) bowls competitions. These non-capitated bowlers are not well recorded with the majority not registered with Bowls WA. There is enormous potential to increase all participation types, increase the financial viability of all clubs and promote bowls as high level competition sport with increased spectator attendance.

**Table 6 Metropolitan – Participation numbers, rates, clubs and predictions\***

	Central	NW	NE	SE	SW	Peel
Population	705,000	285,000	189,000	170,000	208,000	88,000
Clubs	44	7	10	5	6	7
2010 Members	13580	4000	1990	1931	2212	1151
Participation Rate	1.93%	1.40%	1.05%	1.14%	1.06%	1.31%
Players Per Rink	15	20	9	18	18	12

**Table 7 Country - Participation numbers, rates, clubs and predictions\***

	North	East	South West	Great Southern
Population	152,100	102,850	151,400	86,150
Clubs	29	38	31	41
2010 Members	1,569	1,539	3,572	2,053
Participation Rate	1.03%	1.50%	2.36%	2.38%
Players Per Rink	3	3	7	3

\* Based on current capitated player participation rates (%) for country area clubs, does not include any non-capitated (or social bowlers) due to insufficient information provided by clubs

The lowest participation age group for all sports and recreation in WA is the 45-55 year olds with only 33.8% of males and 47.3 % of females participating in sport or recreation at least 3 times per week. The participation information highlights a number of challenges facing all sporting and recreational activities in attracting participants. The groups where there is significant room for improved participation in bowls include:

- ▶ Persons aged between 45 and 54
- ▶ Males aged between 35 and 64
- ▶ Persons working full-time



**Table 8 Adult Participation Rates in Sport and Physical Recreation by Western Australians**

Age	Male %	Female %	Persons %
15 – 24	57.1	57.0	57.0
25 – 34	44.7	46.3	45.5
35 – 44	40.7	61.0	50.8
45 – 54	33.8	47.3	40.6
55 – 64	39.4	63.6	51.4
65 and over	51.3	47.7	49.4
Employed – Full Time	42.3	47.8	44.1
Employed – Part Time	45.7	59.0	55.5
Not in Labour Force	52.3	53.9	53.3
Did not complete the highest level of school	33.3	48.3	40.8
Still at secondary school	65.6	63.7	64.8
Total (WA)	44.4	53.7	49.1
Australia	46.8	51.6	49.3

*Source:* Participation in Sport and Physical Activities, Australia, 2008, includes organised and non-organised sports and physical recreation activities for Western Australians. Relates to persons aged 15 years and over who participated in physical activity for exercise, recreation, and sport over a 12-month period for persons who participated in the activity at least three times per week on average.

The following demographic information has been provided by Bowls WA and the Australian Bureau of Statistics. Age distribution as at 2006 was:

- ▶ 60.0% over the age of 64
- ▶ 19.4 % are between 55-64
- ▶ 5.2 % are between 45-54
- ▶ 5.1 % are between 35-44
- ▶ 5.8 % are between 25-34
- ▶ 4.5 % are 24 and under

This includes about 70,000 community bowlers that participate in organised games which inflates the two younger groups of participants.

Further information includes community bowls participants:

- ▶ 1995 - 296,000 bowlers 92 % of bowlers aged 45 and above
- ▶ 2000 - 280,000 bowlers 91 % of bowlers aged 45 and above
- ▶ 2008 - 249,000 bowlers 84.7% of bowlers aged 45 and above



The participation rate in organised games and competitions (as opposed to social participation) as part of overall participation in the individual sport:

- ▶ Bowls 93%
- ▶ Golf 40%
- ▶ Tennis 33%

The room for growth in un-organised participation in bowls is significant and an opportunity to increase the use of club facilities.



## 8. Player to Rink Ratio

### 8.1 Overview (Player to Rink Ratio)

The player to rink ratio should be used by all stakeholders to help assess and prioritise grant applications for new greens and assess the current suitability of clubs needs. In simple terms the highest usage of bowling greens should be considered the highest priority when considering funding grants from the Department of Sport and Recreation. While this is an important consideration to grant funding there are other factors which relate to individual club circumstances when funding is being considered. Bowls ACT carried out a study using the member to green ratio and found that a club with a ratio higher than 90:1 (approximately 12:1 player to rink ratio) should be considered for additional greens. At that time all bowls clubs in the ACT had natural turf greens. It should be noted that the ACT study does not take into consideration non-capitated bowlers.

The ratio also enables Bowls WA and the Department of Sport and Recreation to assess what is an appropriate level of green utilisation and assess the capacity of club greens. However there are some limitations to the effectiveness of the ratio. There are very few clubs in WA which have a higher player to rink ratio than 12:1 and the majority of these clubs have synthetic greens. The opinion of the majority of workshop attendees was that if the pennant competition was reformatted to have multiple competition times a club with synthetic greens would be capable of a player to rink ratio of more than 20:1. While this is much higher than the current ratio's it should be seriously considered to improve the effectiveness of green usage. This should not have an impact on attracting new and younger participants if the programming of competitions and events are scheduled for evenings or Sundays.

A major factor not considered in the ACT study was the use of greens by non-capitated bowlers in community competitions which has become extremely popular in recent years. The majority of clubs at the workshops hold community bowls with several turning players away due to a lack of available greens. At this point in time the majority of community bowlers are not registered with Bowls WA nor are they effectively recorded. Once this player data is effectively captured the player to rink ratio can be more effectively measured and used as a planning tool for upgrading of facilities and included in the funding applications for new green.

### 8.2 Country Ratio's

The current capitated player to rink ratio is 6.3:1 for country clubs. The majority of country clubs do hold community bowls events with a number of workshop attendees stating that they have between 50 and 100 bowlers regularly at their community bowls events. This would effectively double their player to green ratio if participation was properly recorded. Ideally the ratio would be higher for country areas but clubs are restricted by distance and local population.

### 8.3 Metropolitan Ratio's

The current capitated player to rink ratio is 7.3:1 for metropolitan clubs. This ratio does not take into account the proportion of natural turf greens which are potentially being rested. Metropolitan clubs also have a large number of community bowls competitions where the players are not properly recorded. There are also a large number of casual bowlers who play outside competitions and are usually social bowling members of their clubs.



## 9. Identification of Gaps and Duplications

### 9.1 Overview (Gaps and Duplications)

The information provided through the workshops and surveys indicated that there was not a significant concern regarding the duplication of facilities. There are numerous examples of small clubs located near other clubs which are capable of generating sufficient pennant teams for competitions and income for maintenance and capital refurbishment of their facilities. However, there are a small number of clubs struggling for members and for financial viability. These clubs require assistance in the management of their clubs and promotion within the community to increase participation and revenue. This support is readily available from the Department of Sport and Recreation and local government authorities. Clubs must recognise their needs and seek assistance for the help they require. If a club is unable to attract members and become financially sustainable, then it will need to look at amalgamation or relocation.

The gaps and duplications of facilities will be further explored and developed as part of the Facility Review and Development Plan, stage three of the Strategic Facilities Plan.

### 9.2 Gaps

There are a sufficient number of clubs in existing metropolitan and country areas to support the current participation levels of bowls. The gaps will be in the growth population areas that will be developed in the coming decade. The Facility Review and Development Plan will identify these regions and the preferred facility model to be proposed. Ideally bowling clubs will be created within residential areas with sufficient room for extensions to the number of greens, clubhouse and supporting infrastructure as required over time.

Lighting has been identified as being integral to the growth of the sport and supports the growth of community bowls competitions. In recent years these competitions have injected considerable revenue into clubs which hold events and attracted a new generation of participants. The introduction of a night pennant league held under lights could increase the use of greens significantly while still attracting and developing this next generation of bowlers. Night pennants should not be considered mandatory and therefore a financial burden for clubs but an option for those clubs who have sufficient demand and access to a new generation of competition bowlers.

Recently some permanent and retractable shade structures have been constructed at clubs within the metropolitan area. These create better playing conditions particularly a reduction in the playing surface temperature as a result of no direct sun. This also reduces the risk and issues associated with skin cancer. There is anecdotal evidence that this will increase the life span on synthetic surfaces but this has not been confirmed or tested.

#### 9.2.1 Country

The workshops, surveys and discussions with clubs and Bowls WA have not identified any gaps in the provision of bowls facilities in the country areas of WA. There are a number of clubs which are applying for funding to upgrade their current facilities or to move to centrally located multi-use facilities and a number of others which have expressed a desire for indoor facilities. In the next decade it is anticipated that there will be a need for new clubs within the growth towns located in the Pilbara and Kimberly. There



are also a large number of developments occurring along the south west coast which will likely require sporting and recreational facilities including bowls.

### **9.2.2 Metropolitan**

The metropolitan areas are well serviced with more than 70 clubs. Some gaps are beginning to be identified in growth areas in the northern and southern suburbs. For example, the success of clubs such as Safety Bay is likely to continue and the need for larger facilities or a new club nearby will increase. A planned approach will be necessary for the large developments which are going to occur in the northern coastal corridor near Yanchep and Alkimos. A planned approach will require agreements between local government authorities, State Government, developers and sporting bodies (state associations, WA Sports Federation etc.) to ensure that appropriate facilities are provided and that there is an allocation of space to allow for participation growth.

## **9.3 Duplications**

There were only a few anecdotal instances where clubs identified the duplication of facilities. These are areas where two clubs compete for the same members and social visitors. The major finding was that a proportion of clubs advised that they could likely reduce the number of greens that they currently have and still continue to service the number of participants at their club. Discussion with clubs who currently have natural turf greens stated that the strain on their volunteer base could be reduced if they replaced them with a smaller number of synthetic greens or rinks. This reduction in the number of greens or rinks would need to be supported by a change in the programming of pennant competitions to allow alternative and multiple competition times.

### **9.3.1 Country**

In country areas the assessment as to whether there is a duplication of facilities needs to be reflected in the ability of the community to access alternative bowling clubs. For instance, bowling clubs in the Wheatbelt region are located anywhere from 20 to 100 kilometres from the closest bowling club. Although these clubs do not service the same population of metropolitan clubs they provide sporting facilities and are often the hub of the community. The majority of these towns are not growing significantly in population and have developed the appropriate facility size and amenity required to service the community.

There is a growing trend of retirement village developments to include small bowling greens, usually between 2 and 4 rinks. A few retirement villages in the south–west region have also begun small competitions between themselves. The majority of these greens can only be accessed by those living in the retirement villages. It is preferred that if bowling greens are to be part of a development or retirement villages that they are available to the wider community and not located within close proximity of existing bowling clubs.

### **9.3.2 Metropolitan**

The surveys and workshops revealed only a few possible cases of a duplication of facilities however did indicate that there are a number of clubs with low player to green ratios and clubs with low annual revenues. This indicates that there are clubs within the metropolitan area which are struggling to attract competition players and clubs which are not conducting community competitions to generate revenue



and attract new participants to the sport. These are the types of clubs which are likely to request funding from local government authorities and the Department of Sport and Recreation in coming years due to the rising cost of maintaining facilities and strain on their aging volunteer base.

A number of clubs responded that they could reduce the number of greens that they have if they could convert from grass to synthetic. This is due to the ability of synthetic to be played on at all times of the year and because grass greens need to be rested and resurfaced. While this option has a considerable capital cost it may be beneficial for a number of clubs if they are able to also introduce alternative community bowls programs and competitions to increase participation and revenue. A flexible pennant program would also compliment this strategy of supplying the appropriate number of greens for smaller clubs.



## 10. Analysis and Synthesis of the Information Gathered

### 10.1 Overview

Bowls facilities in WA can be viewed as a reflection of the sport itself. Bowls is currently played on a number of different surface types from the traditional natural turf to a synthetic carpet which is used at Commonwealth Games. Clubhouses can be more than 70 years old or brand new as part of a multi-sport facility. The sport is also played in a variety of formats by players as young as twelve and up to a hundred years of age. However, the main competition for bowls is pennants and is generally played by men on a Saturday afternoon and by women on a Tuesday afternoon. This restricts the use of facilities and the growth of competitive bowls and does not convert younger generations of community bowlers into capitated members and competition bowlers.

Most clubs acknowledge the relationship between participation, facility management and financial management. These factors together create the basis for a sustainable club which is able to generate sufficient funds to maintain and develop club facilities.

### 10.2 Participation

The key objective of the Department of Sport and Recreation is to increase all types and levels of participation in sport and recreation. Capitated member numbers have been declining in recent years. However the consultation process identified a number of clubs which are turning community bowlers away because they are not large enough or only have sufficient volunteers to run restricted competitions. Therefore bowls is not able to adequately record the number of people participating in bowls. Better recording of participation provides greater justification of the sports infrastructure needs and may help in attracting support for improved or expanded facilities by highlighting community value.

The proliferation of synthetic greens in recent years has enabled people to bowl all year round and increased the ability of clubs to hold community competitions throughout the summer months. Some clubs did not have community competitions in order to maintain their natural turf greens for pennant competitions. This restricted clubs in increasing the number of people introduced to bowls and potential revenues needed by the club. The growth of community bowls should eventually convert to an increase in the number of capitated members; however this conversion has been very low to date. The lighting of greens has been embraced by the majority of clubs who recognise that it is an easy way to increase participation and visitors to their clubs. The majority of community competitions are played under lights or in the summer months.

### 10.3 Facility Management

A significant amount of the management and maintenance of bowls facilities is undertaken by club volunteers. This reliance on volunteers, increasing costs of capital refurbishment or replacement and the age of current facilities are significant issues. The majority of clubs acknowledge these issues and have implemented strategies to increase revenue to cover the costs associated with the upgrading or replacement of facilities. Other clubs are maintaining their previous club management practice of low revenue, low expenditure activities. This management practice will eventually lead to the aging of infrastructure and funding requests to local government authorities and the Department of Sport and Recreation resulting from poorly maintained facilities.



## 10.4 Financial Management

The primary financial objective of clubs is to increase revenue to pay for new or upgraded facilities. The other objectives ranked very closely as the second, third and fourth options. These were to increase revenue to cover existing debts, increase revenue to retain surplus profits and increase base income to cover operating expenses. A majority of the clubs stated during the workshops that they had been working hard to increase revenue to fund new or upgraded facilities in order not to have to apply for grants or funding through a local government authority or the Department of Sport and Recreation. These clubs preferred the autonomy which can be achieved if the club is run profitable and the facility is well-maintained.

A number of clubs stated that they would prefer training in how to prepare and implement business plans rather than grant funding for facilities as it would likely be a more sustainable outcome in the long term. There is also a significant concern within clubs, the Department of Sport and Recreation and Bowls WA about succession planning of club management and ensuring that good management practices are passed on to the next generation. Ideally Bowls WA could provide a service which is specifically tailored for bowling clubs, especially in regard to financial and facility management. This would support the small business training provided by local government authorities and the general club and facility management support provided by the Department of Sport and Recreation.

The rise of community bowls in recent years has seen a significant increase in the number of people participating in the sport and provided much needed revenue injections for clubs. While this has been a highly successful program clubs have to a large degree failed to convert community bowlers into capitated members and depend on a small number of volunteers to run the community competitions. There appears to be an issue in changing the mentality of clubs to charge community users sufficiently for the competition which is often less than \$10 for 3 hours of bowls. Such a small fee does not allow clubs to pay people to run the competitions and sometimes results in members leaving the clubs because of the commitment required. Clubs should choose an appropriate amount to charge players to cover the cost of organising competitions, maintaining their facilities and capital investments.

There is a general trend across many sports that have seen younger generations gravitate toward “fast food” sport as opposed to structured competitions. The bowls community needs to work together to devise strategies to attract new participants and focus on the need to bridge the gap between community and pennant competitions. Bowls Australia is currently investigating a number of alternative competition formats and structures which should be embraced by clubs.



## 11. Recommendations

The recommendations stemming from the Needs Assessment stage of the Strategic Facilities Plan relate to four main categories. These categories are:

- ▶ Programming and competition
- ▶ Club management
- ▶ Bowls WA administration and planning
- ▶ Funding criteria and requirements

### 11.1 Programming and Competition Recommendations

1. The pennant program should be amended to enable different and various competition times than are currently available. This will allow for more players to use the same facilities, open the sport to players who are not available at current competition times and enable the rebranding/marketing of the sport.
2. Bowls WA with the support of Bowls Australia should consider creating different competition forms which allow for shorter, more flexible competition times to enable greater use of existing facilities.
3. A Masters/over 60's/over 70's competition should be considered and programmed to occur outside the hottest time of the day.
4. A State League competition should be developed for the metropolitan area. Club involvement should be based on the ability of clubs to cater for spectators and a large number of competitors with appropriate amenities.

### 11.2 Club Management Recommendations

5. Clubs should be encouraged by Bowls WA to address their management and business planning short comings. Business (club) planning support is available from local government authorities and the Department of Sport and Recreation to ensure clubs are able to understand their responsibilities, member's needs and available options for the longevity of their clubs. Club development officers and community services programs are provided by local government authorities and the Department of Sport and Recreation.
6. Forward planning for club (business) operations and facility provision should be carried out between the clubs and local government authorities annually. A summary or copy of the business planning documents should be forwarded to Bowls WA each year.
7. Club management and business planning should reflect that bowls clubs and facilities are in operation for 12 months of the year. Sustainable clubs are those that recognise that recognise they are open for more than the pennant season and are able to attract additional users outside this competition period.



### **11.3 Bowls WA Administration and Planning**

8. Ages of capitated players be collected and monitored by Bowls WA. Where possible Bowls WA is to collect information regarding the age of community and corporate bowlers. This includes the tracking and analysis of the changing demographics of its members compared with the general population to understand where demand for facilities will increase or decrease in the future.
9. Regional facility concept to be further developed. Designated regional clubs are to provide support for 'satellite clubs' with larger competitions for all of the league members preferably with shared resources/shared income from events. Bowls WA are to provide club development opportunities for the regional clubs, e.g. training and development programs.
10. Bowls WA and the Department of Sport and Recreation to undertake further discussion with smaller clubs that currently provide two greens for peak events (annual open days) or to maintain pennant competition numbers. If there were alternative pennant competition days available or annual open day events were conducted differently these clubs could maintain current competition players and events with only one green. This reduction in infrastructure will reduce costs and voluntary requirements.

### **11.4 Funding Criteria and Requirements**

11. Clubs are to develop appropriate business plans with assistance available via Bowls WA, local government authorities and the Department of Sport and Recreation. These business plans are to be submitted as part of the funding requests in addition to documentation relating to how the club implemented previous business plans.
12. Country leagues should consider undertaking a process of identifying their needs as a whole and developing a strategy and/or planning process to upgrade individual clubs within the league boundaries. Leagues can then provide joint submissions to local government authorities and the Department of Sport and Recreation outlining funding requirements as a group for future years (5 -10 years).



Appendix A  
**Club Facilities Survey**

September 2009



As clubs are aware, Bowls WA is developing a strategic facilities plan that will assist both BWA and clubs in planning for future facilities needs. The plan is statewide and will only be effective if all clubs assist by providing as much information as possible through completion of this survey and attendance at workshops where applicable and possible.

It is understood that clubs have provided this information previously in different formats and appreciate your cooperation in completing this short survey.

With thanks.

Pam Glossop

Chief Executive Officer

## Bowls WA Club Facility Survey

### Information to be used for the Bowls WA Strategic Facility Plan

Club Name \_\_\_\_\_ What year was the club started? \_\_\_\_\_

How many greens does the club have? \_\_\_\_\_ What is the no. of rinks per green? \_\_\_\_\_

Type of green:

Natural Turf (No.) \_\_\_\_\_

Synthetic (type) \_\_\_\_\_ (No.) \_\_\_\_\_ Year of installation \_\_\_\_\_

Carpet (Type) \_\_\_\_\_ (No.) \_\_\_\_\_ Year of installation \_\_\_\_\_

Does your club have lighting? \_\_\_\_\_ If so, over how many greens? \_\_\_\_\_

Stand Alone Bowling Club? Yes \_\_\_\_\_ No \_\_\_\_\_

If Shared Occupancy what other sporting entities are in the association?

Are the entities autonomous? Yes \_\_\_\_\_ No \_\_\_\_\_

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### Membership Numbers

Type of Membership	Men	Women	Total
Full			
Restricted			
Social Member (not bowler)			
Junior			
Corporate/Community			

How many people attend the club during the week in season? \_\_\_\_\_

How many people attend the club on the weekend in season? \_\_\_\_\_

Club membership capacity? \_\_\_\_\_

Crowd capacity of the clubhouse? \_\_\_\_\_

Initial construction date of the building? \_\_\_\_\_

Last upgrade or extension to the clubhouse? \_\_\_\_\_

Is the club on Freehold or Leasehold Land? \_\_\_\_\_

Do you have a current lease? \_\_\_\_\_ What is the term of the lease? \_\_\_\_\_

What is your club's annual turnover? \$ \_\_\_\_\_

What was your net profit/(loss) last financial year? \$ \_\_\_\_\_

If funds were available what facility improvement (e.g. greens, clubhouse, lighting) would the club choose?

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Are there possibilities for the club to co-locate with other sporting or community groups in your area? If so, please advise what types of groups/organisations?

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Please fax back to 92421866 or post [enquiries@bowlswa.com.au](mailto:enquiries@bowlswa.com.au) by Monday 19 October 2009.



Appendix B  
**Workshop Questionnaire**

October 2009

# Strategic Facilities Plan

## WORKSHOP INFORMATION AND QUESTIONNAIRE CLUB: \_\_\_\_\_

This document is to provide information for the workshop attendees and allow for additional information to be provided to Bowls WA for the development of the Strategic Facilities Plan. Please complete and provide to the representative from DSR, Bowls WA or GHD after the workshop.

### ***Purpose of the Workshop***

- ▶ Gather information from clubs regarding current facilities and future facility requirements.
- ▶ Discuss the preferred criteria for the facility funding provided by DSR.

### ***Purpose of Strategic Facilities Plan***

- ▶ Establish benchmarks and guidelines for clubs and facilities.
- ▶ Provide planning tools for clubs, DSR and Bowls WA.
- ▶ Create communication avenues with key stakeholders.
- ▶ Become a working document for clubs, DSR and Bowls WA.

### ***Information from club questionnaires***

- ▶ There are approximately 2.3 greens per club with 50% of these greens being natural turf.
- ▶ The majority of new synthetic surfaces have been constructed since 2004.
- ▶ Approximately half of the greens have lighting.
- ▶ Approximately half of the clubs are stand alone clubs.
- ▶ Average age of the clubhouse construction is 1967.
- ▶ Those clubs that are collocated are generally with Tennis, Golf and Darts.
- ▶ Average of 210 members per club, includes competition, social and corporate.
- ▶ Average of 280 visitors per week to the clubs.
- ▶ Average income of approx. \$240,000 and a profit of \$30,000.
- ▶ Income was closely related between the numbers of visitors more than number of members.

### ***Facility provisions and assessment***

What are your general facilities, age, condition and the expected time frames for replacement or refurbishment?

Clubhouse – are there certain amenities in the clubhouse that require updating? : \_\_\_\_\_

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Playing surface: \_\_\_\_\_

Lighting: \_\_\_\_\_

Car park: \_\_\_\_\_

Other: \_\_\_\_\_

How many paid staff members are at your club: \_\_\_\_\_

***Playing Surfaces***

What type of surfaces does your club have? \_\_\_\_\_

What is your preferred playing surface and why (maintenance, consistency of surface etc.)?

***Player to green/rink ratio's (playing requirements)***

What is your current player to rink ratio (number of registered competition players / number of greens (rinks)?)

What is your preferred number of players per green/rink?

How many corporate or community bowlers use your bowling club greens per week?

Does the use by non-competition bowlers increase the need for additional greens or facilities?

***Club capacity – stand alone and shared facilities***

How many members are there at you club?

What do you believe is the capacity of your club for the following?

Competition Bowlers - \_\_\_\_\_ Social Members - \_\_\_\_\_ Community/Corporate Bowlers \_\_\_\_\_

What do you believe is the capacity of your club for all members?

Is your club stand alone or shared?

How many people attend you club on a weekly basis?  
This includes all competitors, members and visitors.

Approximately

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday

***Gaps and duplications of facilities***

Does your club require larger facilities or more greens? What are they and why are they required?

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Would you support the concept of a regional lawn bowls facility? The facility would provide additional greens and amenities for larger competitions and training purposes. It **may** also receive preference in funding from the DSR for facilities.

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What is the general catchment area for your club? Are most of your members located within 2, 5 or 10 kilometres (metropolitan) or 10, 20 or 50 kilometres (country)?

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Could your club benefit from being collocated with other sporting clubs?

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***“Sustainable Club” Models***

What do you consider to be the factors of a sustainable club? E.g. financially sound, stable or growing members and competitors cannot survive without new members.

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Could your club reduce the size of its facilities or number of its greens and maintain the number of competitors and members?

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Is your club trying to increase its member and competitions numbers to become a more sustainable club? What actions are you undertaking to achieve this?

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***Interaction with Local Government Authorities***

Is the club on Freehold or Leasehold Land? \_\_\_\_\_

If leased, who from and what are the terms of your lease (time and cost)?

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Are there any additional lease and property issues with your club?  
E.g. Building insurances, lease negotiations with your LGA etc.

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***Financial information and Assessment***

Does your club have a budget for maintenance? \_\_\_\_\_

How much does you club spend on maintenance per annum? \$ \_\_\_\_\_

What is your club's annual turnover? \$ \_\_\_\_\_

What was your net profit / (loss) last financial year? \$ \_\_\_\_\_

Does your club have a sinking fund (allocation of money) or operating reserves for facilities?

How much is allocated per annum? \$ \_\_\_\_\_

What is the financial objective of your club? Please choose from the following:

- ▶ Base income to cover operating costs
- ▶ Increase revenue to pay for new or upgraded facilities
- ▶ Increase revenue to retain as surplus profits
- ▶ Increase revenue to repay existing debts
- ▶ Other – Please specify \_\_\_\_\_

**Funding Criteria and Assessment**

Please indicate the importance and ranking (1 most important – 10 least important) of each of the funding criteria listed below.

<b>Criteria</b>	<b>Importance</b> (High / Medium / Low)	<b>Ranking</b> 1 – 10
Synthetic playing surfaces		
Lighting		
Clubs relocating as part of multi-sport (shared) facilities		
Clubs that are already part of multi-sport (shared) facilities		
Increased facilities as part of a program to increase all types of bowls participation		
High player to green (rink) ratio – new playing surface		
Maintenance record of facilities		
Development of ‘Competition and Training’ bowls facility as part of a hierarchy of clubs		
Compliance with previously submitted business plans		
Other – please state _____		

**Recommendations**

What recommendations do you have to improve the facilities at clubs in WA? How can Bowls WA, DSR and Local Government Authorities improve the process of funding your facilities?

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Appendix C  
Workshop Responses

## Facility Provisions and Assessment

### Clubhouse

Kitchen and toilets need updating

Kitchen

Clubhouse requires upgrade, improved kitchen

Larger clubhouse, improved kitchen

Larger Mens and Womens Changerooms and toilets, especially disabled

Clubhouse just constructed - greens to be completed

Needs Upgrading

Requires upgrading

Clubhouse will require full refurbishment in the next 5 years

Clubhouse requires updating/upgrading

Club is being relocated to a new facility with indoor bowls.

Adequate

Large , has been extended several times since 1949 and is in satisfactory condition

Built in 1983, has been extended in recent years. Possible extension next year.

Currently located within the Goomalling Farmers Club

Built in the 1970's - Requires updating, specifically the Kitchen and air-con

Roof and Toilets require refurbishment

Built in 1974, reasonable condition

Are new facilities

### Playing surfaces

4 grass greens

3 New carpet

4 grass greens

3 Carpet greens

5 Grass

2 Drymax Pro Greens

3 Grass , 1 Carpet

4 Grass

3 Grass, 1 Synthetic

3 Grass

5 Grass greens

2 grass , 1 synthetic in good condition

4 Synthetic - Synthetic requires replacement in 1 - 2 years

3 Grass , 1 Synthetic (Carpet)

2 Synthetic (Master Pro Plus)

1 grass , 2 Synthetic - 1 x grass green needs to be resurfaced

Current - 4 Grass - New - 3 carpet 1 indoor green

2 Santa Anna grass greens

Good new Carpet

4 Sandfilled Synthetic

3 synthetic - 1 grass croquet

Require new greens, Club is possibly relocating and will be requesting synthetic greens

Synthetic

Synthetic grass - 3 (1 is not used)

Grass Good condition

2 Synthetic greens - borrowed \$250,000 from members. Debt to be paid off in 4 years.

5 Grass Greens

3 grass (Applying for 2 synthetic greens)

## Preferred playing surface

Grass

grass - especially when it is hot

Grass - for consistency

Players prefer grass, club prefers a mix so bowling can occur all year round

Grass

Grass - voted for by the members

carpet - consistency

carpet - maintenance and consistency

Natural green for playing and Drymax for club maintenance etc.

Grass for competition and skill required

Grass for playing and synthetic to be able to play more hours and capture new competitors

Grass for playing - synthetic for club involvement

Synthetic - consistency, availability, durability

Grass

Sand filled synthetic

Grass - maintenance costs are too high

Dales Carpet - Commonwealth Games surface

Synthetic, consistency and ease of maintenance

Synthetic or carpet for maintenance and consistency of surface

Sand filled synthetic, maintenance, year round playing in most conditions and is a true fast surface

Synthetic

Synthetic for maintenance purposes

Synthetic - Tiger Turf

Tiger turf seems to be the current favourite due to ease of maintenance, consistency of play

Grass

Prefer synthetic for cost reduction of maintenance

Grass for playing, synthetic for reduction in maintenance costs

Grass for playing, synthetic for reduction in maintenance costs

## Lighting

2 greens

3 greens

2 Greens

2 greens - 5 years old

2 Greens

1 Green

3 Greens

2 greens

2 Greens

1 Green

1 Green

1 green, another being constructed

2 Greens

2 - 1 Grass, 1 synthetic

yes -

Current 2 , New 3

Suspension lights over 1 green

3 Greens

3 greens

1 green

Require updated lighting

Yes

2 Greens - Over Bowls and Tennis

No lighting - too cold to play after dark

2.5 greens lit

2 lit greens (synthetics)

### Car parking

Barely adequate	Yes - adequate
Adequate	Resurface required
Requires resurfacing	Adequate
Large and adequate	Adequate
49 Car bays	Needs more car park for larger events
Adequate	Adequate - access road needs resurfacing
Small	Adequate
Adequate	Adequate
Needs resurfacing	Adequate 70 bays
Very good - 240 designated Car Bays	Adequate
Adequate and has overflow for open days	

### Other

Problems with use of shared facilities and access to shared resources and amenities  
 Kitchen, external painting, foyer painting  
 New Club Rooms  
 Current building needs major refurbishment but is being knocked down to create a new road  
 Share greenkeeper and clubhouse with Golf  
 Is considered a regional competition centre by themselves and by the other clubs  
 Club began as a bowls only club - now has sailing, angling, tennis, many indoor activities  
 Corporate Bowls 14 teams on 3 nights  
 Some sponsorship, Albany club looking at indoor greens?  
 Looking into the possibility of an indoor bowling green  
 Asbestos roof and hoping to get a covered green. Possible move resulting from Master Plan by

### Paid staff members of the club

2 (bowling club)	7 (? FT or PT)
5 approx -(whole club)	4
6 paid staff	None
1 Greenkeeper	1
4 - Greenkeeper, app, Bar Manager & staff	2 green keeper and bar manager
2 Greenkeepers, 2-3 bar Staff	None
2 Staff members (f/t)	1 full time 4 part time
None - All Volunteers - outside catering	None
2 F/T	None
1 FT for the bowling club	1 Ft, 1 casual
2 FT and 4 PT	2 full time (Bar manager and Greenkeeper) , 1
3 FT, 2PT	4 full time staff members

### Player - Green Ratios

Current Ratios Player:Green	Preferred Ratio Player:Green	How many corporate/community bowlers use your club?	Do non-competition bowlers increase the need for additional greens and/or facilities
200/4 - 50	48		No
162/4 - 40.5	56 (8 x 7)	120	Yes

30 (see comment below)	48	192	No
315 Capitated - Pennant 232 Approx 75 ratio	80 Maximum	120 Players for 15 Weeks	Restricted to 120 on 2 Greens and in the Clubhouse
80	60	50 players for 16 weeks	Yes - Require an additional synthetic for corporate bowlers
40	More than 40	40 per week	No
65 players per green	128 players per green	150 and increasing	No
7: 1 approx 49: 1 Player Green ratio	64 (8 players x 8 rinks)	48 x 4 weeks only	No
55:1 Competition and 80:1 with corp bowlers	56:1 Competition (8:1)	100 Corporate and 30 Community	Not with Synthetics
96:1 Competition Bowlers	288:1 - Synthetic Green including all bowlers	160 Plus	No
84:1 (12:1 per rink)	56: 1 (8:1)	3	N/A
56:1 Comp players	80:1 all players	None	yes
80:1 all players	Hundreds with carpet and indoor green if properly programmed	60	No
50:1 Competition players	24:1 players on competition days	Between 40 and 200 depending on the week and events	No
12:1 players on competition days	80:1 Comp	56 for five weeks a year	No
250:4 Comp 62:1	50:1 Comp	20-30 for Two 5-6 week competitions	No
46:1 competition players	Could increase by 50% men and 150% women??	240 for 12 weeks of the year	No
42:1 Comp	36:1 comp	0	Yes
approx 31:1 (56:1 comp ? - 97:3)	80:1 or more	150	Not currently
18:1 comp	100:1 - 120:1	2 x 6 week comp with 112 players (28 x 4)	No
60:1 Comp		30 over summer months	Yes but only for a short period, could hold more social nights but need more volunteers
300:5 but generally 3 greens in action - over 100:1		120 players for 6 weeks a year.	Increase the need to have a synthetic green
		300 for larger events	

## Club - Capacity etc

### Number of club members

162	262 plus dart players
650	280
320 Bowling - 650 for all sports	65
740 - 800	47
400	300
400	Bowls 200 capitated - 150 Social members
170	46
250 Approx.	40
140	97 Competition with 70 social players
400	160 Club 18 bowlers
640	230 with tennis (120 and 110)
250	250

### What is your club capacity for:

All Members	Competition Bowlers	Social	Community/Corporate Bowlers
260	162		120 approx
220	120		96
500	160	140	200
800	128		200
800			
1200	128		
200	180		30
510	180	170	160
755	380	215	160
300	200?	30?	20?
300 plus	160	140	?
200	150	300	
250 for bowls and golf	96	48	56
100			
600	350	150	120
N/A	50		
280	80	50	150
186	74	56	56
300 +	160	100	100
1000	400	300	300

## Gaps and Duplications of Facilities

What new/updated facilities are required?

New and larger kitchen

New Kitchen and extension to the clubhouse

Larger Clubhouse

Large Clubhouse - no room for new greens

Bigger locker room, larger clubhouse, one more synthetic green and 2 more greens with lighting

None required

N/A

Indoor Green

No

Synthetic green for training purposes

No

Larger Facilities

N/A

More greens space

None required

None

yes, new and larger toilets

None

7-10 rinks for future growth

None

None

Shade cloth

Support a regional club concept?

No

No

Yes, If funded by Clubs

No

Only in growth corridors

yes, as long as it does not reduce club participation numbers at other clubs

Yes, as long as there are facilities available for locally based clubs as well

Yes

No

Yes

Not Sure

Yes

Yes

Not for funding - Individual clubs should provide for these facilities

Yes

N/A

Supported if Bunbury was considered the regional club for the region

No

No

No - distance is too great, roaming program is better than fixed facility

No - Not in the Wheatbelt

Unnecessary in Great Southern, no large competitions, currently run intra club days

Club catchment area

10 plus km	5 kilometres
15 km	10 Kilometres
5 - 10 km	5 Kilometres
5-10 kilometres	up to 20 kilometres
5-10 kilometres	20 kilometres
Most within 2 kilometres	Up to 50 kilometres
10 kilometres	mainly within 10 kms
10 Kilometres	20 kms
5 kilometres	20km
10 kilometres	5-7kms
10 Kilometres Metropolitan	15kms
25 kilometres	5-10 kms
Mainly within 10km - larger town than those close in region	

Could your club reduce the size of its facilities or the number of greens

No	No
No	No
No	2 greens to allow for resting of greens, this is
No	No
Yes	Yes, not preferred for larger competitions and to
No	No
No	No
No	No
No	Possibly if there were synthetic greens instead of
One green is currently not in use.	No

Are you taking actions to increase your club membership? What are they?

Yes

Yes, members and corporates

Annual "have a go day" and success of corporate bowls

Barefoot Bowls, Club Open days, Letterbox drops and insert in local paper

Yes, Open days, Website, Bowls Mobile to shopping centres etc.

Yes, more night competitions for both pennant and social bowlers to make full use of carpet greens

yes, currently fund-raising for an indoor green

Yes

Yes, Bowls promotion at shopping centre, word of mouth promotion and promoting a "friendly club"

Yes, new synthetic now in use. Corporate and community bowls, shopping centre promotions, letter

Yes, Community bowls, darts, pool, bingo. Bring people into the club for both bowls and other activities.

Yes, Awareness, promotion through members - word of mouth

Yes - Going to schools, letter box drops, would like greater assistance from Bowls WA/DSR to promote the club.

Yes- putting in new synthetic greens to revamp the club, beginning recruitment drive to culminate in 2013. Staged approach to the development of the club.

Yes, Membership drive is planned for next year, running of corporate competitions

Yes

Yes, Creating a higher profile in the community

Yes, attracting younger members

Yes, classes from local high schools, mid week and weekend comps. Corporate bowls and articles in the local paper

Yes, corporate bowls and junior bowls

Leaflets in local area, Open day, shopping centre (unsuccessful), trying to change the image of the club to be more generous.

### Property Information

#### Freehold/Leasehold

Leasehold	Trust Land - Leasehold?
Leasehold	Leasehold
Leasehold	Leasehold
Leasehold - \$9,000 p.a.	Leasehold
Leasehold	Freehold?
Leasehold	Leasehold
Freehold	Leasehold
Leasehold	Leasehold
leasehold	N/A, will be Leasehold
Leasehold	leasehold
Leasehold	Freehold
Leasehold	Leasehold

#### Who is the property leased from?

City of Joondalup	Canning City Council
Stirling Council	Canning City Council
Joondalup	Rockingham
Joondalup - currently under review	City of South Perth
City of Wanneroo - 5 X 5	Kwinana Council
City of Nedlands - 15 yr lease	99 year lease
Shire of Kalamunda	Capel Council
City of Swan - Peppercorn lease	\$7,000 annual lease from the council
Stirling - With Overall Sports and Rec Club	Mandurah Council 20 years
Albany Council	Shire of Cunderin

#### What property issues does your club have?

Building Insurance - Who pays, who's responsibility

Lease negotiation issues

Lease negotiations, council looking to increase lease charges

Continual problems with Council, unsympathetic

Building Maintenance

Club building insurance

None currently - Possibility of becoming freehold and separate from LGA.

None

Possible issue as lease is with Perth Council and the club is now located in Cambridge Council

Extension issues, access issues, steep site

No issues

No issues, Telstra leases small portion of the land for a tower

None

Number of issues, council are broke and have tried unsuccessfully to increase the rent, fees, charges

Maintenance budget?	Maintenance spend?	Annual turnover	Profit / (loss)
Yes	\$30 - \$50 K	\$1,000,000	\$35,500
Yes	\$90,000		
Yes	\$20,000	\$1,100,000	\$65,000
Yes	\$10-20 K	\$300,000	\$15,000
			\$92,000
Yes			
Yes			\$7,000
Yes		\$1,000,000	\$190,000
No		\$180,000	\$80,000
Approx \$25,000 - 10% of gross income		\$250,000	\$25,000
Not formal - use profits			
		\$700,000	Approx \$50-100K
No	spend as needed		
None	\$5,000 approx.	shared	shared

Sinking Fund? How much?

\$10,000 - Carpet replacement	Yes \$?
4000	120000
No	None left, just spent on refurbishment
yes - \$35,000	None
10000	

Financial objective of your club?

Base income to cover operating costs	Increase revenue to pay for new or upgraded facilities	Increase revenue to retain surplus profits	Increase revenue to repay existing debts
2	1		
1			
	1	2	
1	1	1	
	1		1
1	2	3	4
	1		1
			1
4	3	2	1
1			
4	1	2	3
	1	1	1
	1		
1			
	1		2
	1	1	
		1	
		2	1
Evaluated weighting from reponses			
4	1	3	2





Appendix D  
Funding Criteria Responses

### Funding Criteria and Assessment

Synthetic playing surfaces	Lighting	Mutli-sport relocation	Multi sport (current)	Increased facilities to attract more participants	High player to greenen ratio	Maintenance record for facilities	Development of a 'Competition and Training' bowls facility	Compliance with previously submitted business plans	Other
Low 8	High 2	Low 9		High 1					
High 2	High 1	Low 10	Medium 6	High 3					
Low 10	Medium 5	Low 9		Medium 5	Low 10		Medium 6	High 1	
High 2	High 3	Low 8	Low 9	High 1	Medium 4	Medium 5	Medium 7	Medium 6	
6	7	5	4	1	2	8	9	3	
Low 10	Medium 5	Low 10	Low 10	High 1	Low 10	Medium 5	Low 10	Medium 5	
Medium 5	High 4	High 3	Medium 6	High 1	High 2	Low 8	Low 9	Medium 7	
High 1	High 2	High 2	Medium 5	High 1	Medium 5	Medium 5	High 1		
High 1	High 2	Low 10	Low 9	Medium 5	medium 8	Medium 7	Medium 6	Medium 4	
High 1	High 1			High 1	Medium 5	High 1	Medium 4		
High 1	High 1			Medium 2					
High 1	High 1	Low 9	Medium 6	High 3	High 3	High 3	Medium 7	Medium 6	
High 1	Medium 3	Low 10	N/A	High 1	Medium 5	High 1	High 1	High 1	
Medium 6	Medium 5	Low 8	Low 9		Medium 6	Low 8	High 3	Low 8	
High 1	Medium 3	Low 9	Medium 5	High 2	High 2	High 2	High 2	Medium 3	
Low 10	Low 10			High 1	High 1		High 2		
8	5	1 High	1 High	6	5	5	6	5	
1		10							1 Youth Policy
High 1	Low 5	Low 10		Medium 5			Low 5	High 1	
1 High				1 High					
High 1	High 2	Medium 5	N/A	Medium 4	High 3	Low 9	Medium 7	Low 8	
High 1	High 3	Medium 5	N/A	Medium 5	Medium	Medium			
High 4	High 5	Low 9	Low 10	High 2	High 3	Medium 6	Medium 7	Low 8	
Medium 5					High 3				
GHD evaluated weighting from reponses									
2	3	10	8	1	4	5	7	6	9

Workshop participants were asked to rank the funding criteria from 1 to 10 with a high, medium or low weighting as to the importance of the criteria.



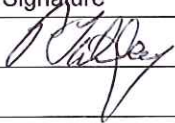
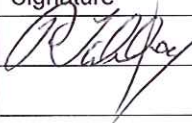
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		Name	Signature	Name	Signature	Date
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