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**Department of Sport and Recreation**

# Bowls WA - Strategic Facilities Plan

Policy Manual

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 conducted in five (5) stages with a supporting document for each, these stages are:

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

The Policy Manual provides guidance for clubs, local government authorities, the Department of Sport and Recreation and Bowls WA to help develop more sustainable clubs with increased participation. To achieve this there needs to be greater interaction especially between clubs, local government authorities and Bowls WA with the sharing of information and experience. The Policy Manual also includes information regarding the management of bowling clubs, funding of infrastructure and facilities and how the Strategic Facilities Plan should be implemented.

## 2. Executive Summary

### 2.1 Policy Overview

The primary role of the bowling club is to exist for the club members and other people who use the club for sporting and recreational activities. Bowling clubs have a vital role within the community especially in small towns and communities where there are few community centres and facilities. To reflect this community value any policy must highlight the physical and mental health benefit provided by bowling clubs as well as the social and cultural benefits. At the same time clubs must ensure that they are well resourced with regard to their assets, finances, volunteers, employees and competitions. These general principles encompass the concept of a ‘sustainable bowls club’. There are numerous examples of such sustainable clubs ranging from small country clubs to large suburban multi-use clubs.

The number of capitated members of Bowls WA has reduced significantly over the past few decades. At the same time, increasing numbers of people are participating in community/corporate competitions, such as ‘Get on the Green’. This shift in participation to community/corporate bowls has not been reflected in an increase in Bowls WA capitation numbers as the majority of non-capitated (social or community) bowlers are not registered. There is a need to recognise the costs and benefits of these bowlers to truly reflect their involvement in the sport. This includes the increased revenue they bring, wear and tear to greens and additional volunteer effort required to run competitions. The opportunity to increase the number of both capitated and non-capitated bowlers is available, it will however, require some changes. Suggested strategies to capture this market would include investigating different competition formats that reflect the needs of the changing demographic and climate.



One of the fundamental goals of the Strategic Facilities Plan is to recognise the current provision of facilities and to develop a hierarchy of facilities based on members, population and potential competition structures. To achieve this each club needs to assess its current classification, identify infrastructure



gaps or duplications and develop a plan to become a more sustainable club. The club may need to reduce its current number of greens or increase the number of non-capitated players to achieve this goal.

There is an expectation that all levels of government should assist in the funding of facilities for sport and recreation. The Department of Sport and Recreation's State Sporting Facilities Plan Framework – 2008-2015 is focused on the refurbishment and upgrade of existing infrastructure and improved management sustainability. The State Sporting Facilities Framework 2016 -2030 will be focused on the retirement of ageing infrastructure that has reached the end of its economic life. While this document is based on state level infrastructure it reflects the condition of sports and recreation facilities in WA that have been developed over previous decades.

The funding of facilities is the responsibility of the club; requests for funding assistance can be made through the local government authorities, the Department of Sport and Recreation and Lotterywest. Each local government authority will have different funding arrangements with sporting clubs whether it is capital investment, allocating land or through loan arrangements.

## **2.2 Policy Objectives**

The Policy Manual seeks to achieve the following key objectives:

- ▶ Identify and promote sustainable club initiatives
- ▶ Communicate the roles and responsibilities of clubs, Bowls WA, the Department of Sport and Recreation and local government authorities
- ▶ Improve the quality of facilities currently provided
- ▶ Highlight initiatives which can better utilise facilities through the day, week and year, including revised competition structures
- ▶ Increase utilisation of current facilities including greens and clubhouses
- ▶ Improve accessibility and participation in all forms of competition
- ▶ Greater financial self sufficiency for clubs and reduce the burden on volunteers
- ▶ Increase recognition for the community value of clubs
- ▶ Promote the provision of clubs in developing areas



## 3. Competition and Club Hierarchy

### 3.1 Competition Zones and Club Hierarchy

Bowls WA loosely divides clubs into metropolitan regions for competition (known as Metropolitan Pennants). The metropolitan regions are generally divided between the northern, eastern, southern and south coastal regions of Perth. The metropolitan regions have approximately 15 to 20 clubs in each.

Country zones are divided into northern, eastern, southern and south western zones of the state with between 30 and 40 clubs in each zone. The zones are then divided into leagues to reduce the distance between competing clubs. The North West is not an official zone; however there is a Pilbara League. Clubs located in the Peel region are within the Country zone but could potentially become part of the metropolitan pennant structure as Perth continues to expand.

Whilst there are grades of competition within the Metropolitan Pennant competition structure there is no distinct competition hierarchy similar to what exists in other sports such as the AFL. This is reflected in the provision of infrastructure with no club or facility nominated to hold national or international level events. At present clubs are able to hold large events which attract competitors but do not necessarily cater for a large number of spectators as other sports facilities can. Bowls WA has a long term vision of developing a competition hierarchy which would enable competitor's pathways to elite competition such as the Commonwealth Games. The competition hierarchy would be based on the Club Classification's provided in Appendix A.

Restraints to developing appropriate facilities to support a tiered competition hierarchy include:

- ▶ Population catchment areas – disbursement of population in Perth and WA
- ▶ Proximity to employment and town centres
- ▶ Provision of facilities by local government authorities in previous decades – small stand alone clubs
- ▶ Require different competition structure in the country to reduce travelling constraints

#### 3.1.1 Competition Structure

Bowls WA is responsible for state level competition events.

Bowls WA is responsible for the metropolitan pennant club competition. Any changes to the metropolitan pennant competition could be developed based on creating a more equitable competition distribution, a competition hierarchy and allowing for the growth of the sport.

Any zone or league changes are to ensure clubs do not compete without unnecessary or arduous travel requirements.

In country areas each zone is responsible for the conducting of competitions within its zone and to conduct inter zone round robin competitions. Each league in the country zone conducts its own pennant competition.

Any restructuring of competitions should be done in consultation with clubs. A tiered competition structure would allow for an elite level competition to be developed as it has in NSW with a focus on high quality competitions and spectators. Ideally the teams in this competition would be at Regional Club Facilities able to accommodate large numbers of spectators (see Club Classification Chart, Appendix A). The competition and facility structure would be developed to ensure there was a spread of regional clubs



across the metropolitan area and with the capability to expand into growth areas such as the coastal northern suburbs.

A club and competition hierarchy would allow for an equitable distribution of regional, large and small clubs. This would provide participants with a variety of club types from which to choose plus clear competition and elite development pathways for competitors. Clubs within a hierarchical competition structure will be aware of their role within its area and be able to attract participants seeking the same sporting and recreational experience.

It is not essential that boundaries or competitions are based on the Directions 2031 regions but the population trends and projections are assessed to ensure appropriate facilities are planned and developed. The development and expansion of clubs should be based not just on current player to rink ratio but on projected population growth and catchment potential.

Competition boundaries and structures should be re-evaluated based on population and demographic changes for pennant, league and zone competitions. Bowls WA must monitor and evaluate the competition structure on a regular basis to ensure a fair and equitable distribution of clubs within this structure.



## 4. Sustainable Club Policy

### 4.1 Bowls WA Philosophy of a Sustainable Club

A sustainable club is one that meets the needs of its members without undue burden on club volunteers, members or government resources and is generally self-sufficient. A sustainable club can be achieved through many avenues and promotes different forms of community benefit. Some clubs will be primarily focused on succeeding in pennant competitions while others are the community hub for its members, and for other community activities.

The preferred club governance structure is one which the club is both the sole facility manager and operator or is the major representative on a facility management group for a multi-sport or multi-use facility. Bowling clubs generally have greater experience in the management of a club facility, longer tenure periods and a larger group of volunteers than other sporting clubs in which they have a shared use arrangement. The executive/board members and management of a club need to have the relevant skills, training and experience especially with respect to finance and accounting matters. To achieve this Bowls WA, local government authorities, Clubs WA and the Department of Sport and Recreation provide support and assistance to clubs.

The characteristics of clubs can be determined by:

- ▶ Number of playing greens or rinks
- ▶ Size and capacity of the clubhouse
- ▶ Surrounding population and employment catchment
- ▶ Number of volunteers or paid staff to organise competitions
- ▶ Number of greens with lighting
- ▶ Supporting infrastructure such as car parking
- ▶ Member types – capitated and non-capitated and social bowlers

#### 4.1.1 Club Relationships

The relationship between a club, Bowls WA, the Department of Sport and Recreation and its local government authority is vital to its sustainability. These parties all have important roles to ensure the community has access to the sporting and recreational facilities of their choice. Bowls WA, the Department of Sport and Recreation and local government authorities are committed to ensuring that positive and mutually beneficial arrangements can be created between bowling clubs and other sporting and recreational clubs or users. The efficient use of club facilities is of increasing importance to these stakeholders and may influence a clubs ability to attract support for funding.

Recommendations for improved relationships between all parties include:

- ▶ Clubs becoming more involved in working with Bowls WA to develop and promote all types of participants and competitions
- ▶ Bowls WA and local government authorities continue providing programs and guidance to clubs to increase the number of members, promote social and community bowls and increase different community uses of club facilities



- ▶ Create a better understanding of the role of each of the parties, these being:
  - Clubs exist for their members
  - Local government authorities provide for their community
  - Bowls WA supports its members and promotes the growth of bowls
  - The Department of Sport and Recreation promotes sporting and recreational participation of all levels

## **4.2 Sustainability Assessment**

The Club Classification Chart (Appendix A) assesses where a club may sit in a classification matrix; 'Regional', 'Large' or 'Small' and whether it is of 'High', 'Medium' or 'Low' sustainability. The sustainability of a club is generally assessed by the number of players (pennant and community) against the number of greens and rinks. The long term prospects of a club are dependant on a mix of capitated and non-capitated members as they compliment each other to maximise utilisation and financial self-sufficiency.

If a club is considered to be of medium or low sustainability there are numerous actions that can be taken by the club to rectify the situation. A club in this situation is to work with local government authorities, Bowls WA and the Department of Sport and Recreation to implement initiatives to increase the utilisation of the club, generate additional revenue and increase the number of club members. A Sustainability Guideline (Appendix B) outlines the specific actions that can be undertaken depending on the clubs classification and membership characteristics.

## **4.3 Sustainable Club Factors and Indicators**

There are numerous factors and indicators that make a club sustainable and successful; these are generally divided into club management and members, competitions and marketing and, facility and infrastructure. A successful and sustainable club is not just one with trophies in the cupboard but one with community involvement, quality facilities and a strong membership. The primary drivers and indicators for a sustainable, successful and self sufficient club are identified in the Club Classification Chart (Appendix A). The Sustainability Guidelines (Appendix B) identifies individual solutions and actions to specific issues faced by clubs to assist the club to become more sustainable.

An inclusive and supportive environment for club members and other users of the facility is an overlying factor for the long-term sustainability of a club. Clubs should be involved where possible in wider community events and programs to increase utilisation and attract new members. Local government authorities should work with clubs in the development of community events to ensure club volunteers are not overburdened and that community benefits are maximised.

### **4.3.1 Club Management and Members**

Effective club management allows for the ongoing management and development of the clubs finances, assets and members. Factors and indicators include but are not limited to:

- ▶ Good Governance including succession planning
- ▶ Development of a strategic and business plan
- ▶ A member of the management group with sound financial or accounting knowledge
- ▶ Trained volunteers are a vital component



- ▶ Encourage greater involvement with the wider membership and not just the core group of volunteers
- ▶ Encourage other sporting and recreational clubs to use the facility (subject to suitable tenure agreement)
- ▶ Larger clubs should engage a program manager responsible for coordinating the operations of all competitions, events and activities within the facilities
- ▶ Development of a policy guide or manual for the club
- ▶ Liaise with the Department of Sport and Recreation and Bowls WA to promote the sport, community and pennant competitions
- ▶ Create a welcoming environment for members, community users and casual guests
- ▶ Defined roles and responsibilities for board/executive members and staff with appropriate skills and training.

#### **4.3.2 Competitions and Marketing**

The development of different club competitions and the use of marketing to attract new members and participants are vital to a clubs success. Factors and indicators include but are not limited to:

- ▶ Development of a marketing or media strategy – part of the business plan
- ▶ Community competitions such as ‘Get on the Green’
- ▶ Social and community activities
- ▶ Other sporting clubs using the facilities
- ▶ Open or social days including evening competitions
- ▶ Advertising within local media
- ▶ Develop relationship with local government authority community program coordinator to encourage other users of the facilities
- ▶ Target young members and baby boomers
- ▶ Develop relationships with local schools and universities to encourage them to become involved in programs at the club
- ▶ Family days and events for people of all ages
- ▶ Invite and encourage community based activities to occur at the club

#### **4.3.3 Facilities and Infrastructure**

Ensuring the appropriate level of facilities and infrastructure and maintaining these to an acceptable standard is a necessity for clubs. Factors and indicators include but are not limited to:

- ▶ Asset maintenance and asset management planning
- ▶ Appropriate number of greens
- ▶ Lighting for greens to enable evening community competitions and potentially for evening pennant competitions
- ▶ Children’s play activities or areas on retired greens or unused land



- ▶ Upgrade or construct facilities which are able to generate revenue to support the club (this should be considered independently of any local government authority or State Government funding commitments)



## 5. Management Policy

### 5.1 Management Overview

The management of a club should be focused on the long-term viability of the club and to ensure that members have appropriate access to facilities. To achieve this club management may need to decrease or increase revenues, costs, assets and membership of a club. Clubs (and club management) exist to provide sporting and recreational facilities and infrastructure for members and participants. To achieve this there are some basic management responsibilities which must be met. Bowls WA, the Department of Sport and Recreation and local government authorities also have important roles in supporting and developing sustainable bowling clubs.

There are a number of variables which will affect the operational management of a club and facilities such as whether the facility is multi-use or multi-sport with a multi-user governance or facility manager with shared use arrangements. Multi-user facilities present their own challenges but also opportunities to maximise the utilisation of the facility and generate much needed revenue.

Clubs must ensure that facilities and infrastructure are properly managed and maintained. There is an expectation by local government authorities and the Department of Sport and Recreation who help fund club facilities that asset management plans are prepared and adhered to in accordance with the funding agreements. Apart from this expectation proper facility management and maintenance is good management practice and enable clubs to plan for future facility development. Records of maintenance and refurbishment of club facilities is essential and should be carried out as part of the asset management plan.

#### 5.1.1 Standard and Maintenance of Bowls Greens

The standard of greens should be consistent throughout WA. Potential use of greens differs between natural turf and synthetic greens. The use of natural turf will be restricted and determined by the type of turf, weather conditions and playing surface usage. Usage and maintenance requirements of synthetic greens will be determined by the manufacturer. At present there is not a panel of approved synthetic turf providers, it is best that clubs discuss the reliability and performance of greens with other clubs who have had surfaces recently installed.

#### 5.1.2 Clubs WA

Clubs WA provides support to licensed clubs through the provision of resources, training and education.

### 5.2 Club Responsibilities

#### 5.2.1 Club Financial and Management Responsibilities

Individual bowling clubs are in most instances the responsible entity for the management, maintenance and provision of facilities. The majority of clubs have license or lease agreements with their local government authority and clubs must comply with all obligations within these agreements. Clubs also have legal obligations with regard to liquor licensing, health and safety requirements and finances.

Business Plans should be prepared or updated annually by clubs and include but not be limited to:



- ▶ Financial projections
- ▶ Operational plans
- ▶ Organisational structure
- ▶ Marketing plans

The condition of facilities is to be recorded and maintained. Asset management plans should be prepared and maintained by all clubs. The asset management plans should include:

- ▶ Register of assets
- ▶ Asset performance
- ▶ Planned actions and lifecycle management (especially of greens – both natural turf and synthetic)
- ▶ Costs and benefits of major assets
- ▶ Improvements to facilities and infrastructure

### **5.2.2 Club Facility Management and Maintenance Responsibilities**

Clubs must recognise that they are providing a service and facility for members, prospective members, and the wider community. Therefore there is a strong commitment and requirement to ensure the facilities funded by members, the local community and government must be well maintained. To achieve this clubs must undertake the following activities:

- ▶ Develop and review an asset management plan
- ▶ Regular maintenance including restorative maintenance
- ▶ Liaison with the relevant local government authority in relation to any issues which may result in the need for additional funding or the replacement infrastructure or facilities
- ▶ Capital refurbishment of core facilities and infrastructure (sinking fund)

## **5.3 Local Government Authority Responsibilities**

### **5.3.1 Local Government Authority Financial and Management Responsibilities**

Local government authorities are vital to the ongoing management of clubs and as the owner or lessor (in the majority of circumstances) of land and facilities it should be heavily involved in the planning, provision and management of the club and its facilities. Local government authority involvement with clubs helps to ensure that the community receives benefit from the investment and that assets are available for current and future club members or community users. The local government authority should be in regular contact with the clubs management and annually have input and contribute to the following:

- ▶ Club business plan including competition and marketing program of the club to increase the number of club members and users of the facilities
- ▶ Asset management plan and condition of the facility



### **5.3.2 Local Government Authority Facility Management and Maintenance Responsibilities**

As the facility owner for the majority of bowling clubs local government authorities have a responsibility to their local residents and businesses to ensure assets and funds are used effectively. Local government authorities can have their largest influence on the success of a club by providing support in the planning and design development stages. They also have experience in the ongoing management and operation of facilities and assets and should be a source of information at all times to the clubs facility manager

## **5.4 Bowls WA Responsibilities**

### **5.4.1 Bowls WA Financial and Management Responsibilities**

Bowls WA provides support and advice to local government authorities and clubs as to the planning and provision of appropriate facilities. Its primary responsibilities include providing advice on governance, competition structures, planning for future growth and programs to encourage participation. Bowls WA can also play a role as a facilitator with local government authorities, the Department of Sport and Recreation, clubs and members. Bowls WA provides training and development for coaches and officials.

### **5.4.2 Bowls WA Facility Management and Maintenance Responsibilities**

Bowls WA is a key contributor for providing advice, support and advocacy on the management and maintenance of club facilities and infrastructure. Bowls WA can provide some guidance toward the provision of future facilities and will distribute relevant information provided by Bowls Australia.

## **5.5 The Department of Sport and Recreation Responsibilities**

### **5.5.1 The Department of Sport and Recreation Financial and Management Responsibilities**

The Department of Sport and Recreation provides guides and manuals for the management of club facilities on topics such as:

- ▶ Management planning
- ▶ Constitutions and incorporation
- ▶ Marketing and promotion
- ▶ Volunteers, coaches and officials
- ▶ Health and safety
- ▶ Club development
- ▶ Club resources

See Department of Sport and Recreation's website – for above mentioned reports and up to date information.

The Department of Sport and Recreation as the funder of sport and recreation facilities and infrastructure through its CSRFF grant program is committed to ensuring facilities are used to their potential.



### **5.5.2 The Department of Sport and Recreation Facility Management and Maintenance Responsibilities**

The Department of Sport and Recreation provides advice and support through programs and initiatives such as CSRFF (grant funds for sporting facilities), club development officers (funded in partnership with participating local government authorities) and programs to increase participation. For a facility to reach its potential it must be well maintained to reduce the need for upgrades, restorative maintenance or replacement. In particular The Department of Sport and Recreation provides considerable literature on the following topics:

- ▶ Asset management (guide available)
- ▶ Life cycle cost (guide available)
- ▶ Planning, feasibility, design and development of facilities

The Department of Sport and Recreation is committed to ensuring that the principles of sustainability are incorporated in the planning process of sporting infrastructure. These three key elements include:

1. Social sustainability - contribution to developing social capital and capacity building;
2. Economic sustainability - elements of organisational and financial sustainability; and
3. Environmental sustainability - water conservation, energy efficiency and waste minimisation.



## 6. Co-location, Relocation and Amalgamation Policy

### 6.1 Policy Objectives

Prior to the relocation, amalgamation or closure of a club all efforts should be made to retain the club through the initiatives outlined in the Sustainability Guideline (Appendix B). If the initiatives outlined in the Sustainability Guideline are unsuccessful one of these options (relocation, amalgamation or closure) should be considered. The amalgamation and relocation options are preferred over the closure of a club, particularly in the instance that members do not have an alternative club to join.

Decisions to co-locate, relocate and amalgamate are essentially decisions to be agreed between the key stakeholders, usually the club and the local government authority. It is important to understand some of the drivers behind decisions to co-locate, relocate or amalgamate. These include but are not limited to:

- ▶ Small or restricted membership
- ▶ Financial difficulties- limited revenues and increasing expenses
- ▶ Major facility and infrastructure upgrade requirements - greater than available funds
- ▶ Land is earmarked for alternative use
- ▶ Rationalisation of club facilities to achieve improved amenity
- ▶ Club is too closely located to an existing or planned club which would result in one or both of the clubs becoming unsustainable

### 6.2 Multi-Use Facility Policy

The management of a multi-use (multi-sport) club facility should be comprised of persons capable of contributing the required time and skills. These skills include financial management, competition programming, governance or management and facility management. The Department of Sport and Recreation is fundamentally committed to the development of shared use facilities and together with local government authorities provides guidance and support to achieve sustainable club facilities.

Bowls WA encourages that bowling clubs consider being the primary facility manager and operator of multi-use and/or multi-sport facilities where they have the experience and capacity to do so. Some of the reasons Bowls WA considers that bowling clubs should be the primary facility manager are:

- ▶ Experience of club members and management as facility managers and operators
- ▶ Large volunteer base
- ▶ Longer average involvement with club and management than with other sporting clubs
- ▶ Single responsible entity

Bowls WA recommends that clubs encourage the shared use of its facilities. This can be use by community groups, other sports such as darts, tennis or golf for a variety of activities. Shared use increases revenue, facility utilisation and has a benefit to the wider community. This increases the likelihood of funding from sources such as local government authorities, State Government and Lotterywest. Clubrooms and appropriate amenities or infrastructure are to be provided for shared users. An arrangement between users should be based on an equitable use and access to facilities and requires good management principles to be implemented. A Memorandum of Understanding should be



prepared and agreed to between all clubs, relevant local government authorities and major user groups. Management planning and flexibility is important for successful long term arrangements for the use of clubrooms, function areas, storage and wet areas.

If a multi-club management arrangement occurs at a club significant planning is to be undertaken to ensure issues relating to governance, revenue allocation and facility management are in place. The relevant local government authorities are to have strong involvement in this process in both the initial facility initiation and as an ongoing facilitator and stakeholder. Local government authorities and Bowls WA can assist in the governance and shared use arrangements between clubs and facility users.

### **6.3 Relocation Policy**

Some bowling clubs may need to be relocated as a result of the club facilities and land being used for an alternative purpose by the local government authority or as part of the local government authority's long term planning to centralise sports and recreational facilities. A club may choose to request and plan for relocation to a more central or urban location to improve the financial and member prospects for the club. A club may also wish to relocate if current facilities or infrastructure can not accommodate the needs of its members. If a club is relocating it should undertake the same planning process for a new club development as outline in Section 7.2.2.

### **6.4 Amalgamation Policy**

Amalgamation between clubs which are separately located should only occur after actions to retain the club have been undertaken. Considerable time and planning is required to not just physically amalgamate the clubs but to integrate the members and work towards an inclusive culture. If the amalgamation results in the development of a new facility the new club planning and development process is to be undertaken (Section 7.2.2).

Bowls WA is committed to the long term objective of having a single bowling club policy for all club facilities including the amalgamation of male and female clubs. This is to ensure that there is a single entity responsible for the maintenance and management of club facilities. At present there are a number of male and female clubs who are located at the same facility. In time these clubs should be amalgamated to improve the management of facilities and create a single communication channel between the club and other stakeholders.

### **6.5 Club Closure Policy**

The closure of a club is considered to be the last option available to all stakeholders and should only occur if the steps taken to develop a more sustainable club have been unsuccessful. The closure of a club is a matter of concern for the club members, Bowls WA and the relevant local government authority. The following steps need to be undertaken to ensure all alternatives have been considered:

1. Review meeting between club management, local government authority and Bowls WA
2. Sustainability initiatives considered and implemented
3. Assessment of initiatives meeting between club management, local government and Bowls WA
4. Investigate co-location, relocation and amalgamation options within area
5. Seek alternative and suitable clubs for members



## 7. New and Expanded Facilities Policy

### 7.1 Overview

The development of new or the expanding of club facilities should be done in a method that supports the growth of bowls and maximises a club's sustainability. Club facilities and infrastructure should only be developed to a size which can be accommodated in the short to medium term and have the ability to expand in the future should the need arise. Clubs are not to develop infrastructure on a "build it and they will come" approach. New or expanded club facilities should only occur where there is a population base to support development, where there are no nearby clubs or nearby clubs are at maximum capacity and are unable to expand to accommodate additional members.

### 7.2 New Facility Development

Future facility development should be supportive and reflective of Bowls WA's strategy to develop sustainable clubs which are part of a competition hierarchy. To achieve this, new club facilities should reflect the population of the community at the time of construction with sufficient space to increase the size of the clubhouse, greens and car parking to accommodate future growth. Facility sharing is seen to be an effective use of the limited resources available to local government authorities, clubs and the Department of Sport and Recreation for the development of bowls facilities.

Careful planning for new developments in growth areas such as Peel and the northern metropolitan suburbs is required to ensure the adequate and appropriate provision of bowling clubs and facilities. Bowls WA is to be engaged by prospective club members to assist with club planning and governance when initiating discussions with relevant local government authority, the Department of Planning and developers. The Department of Planning is the relevant government body responsible for the subdivision of land and provision of 'Public Open Space'. Liaison by clubs with the Department of Planning is to occur through the relevant local government authority.

There is a perception that there is a lack of community, sporting and recreational facilities in growing areas. The Department of Planning and local government authorities are responsible for negotiating and approving public open space and community facility contributions for large residential developments. The Department of Sport and Recreation and WA Local Government Association (WALGA) have been working with the Department of Planning and local government authorities to have a greater variety of sporting and recreational facilities and infrastructure contributed by developers.

Bowling clubs do not require large amounts of land but do require a significant capital contribution for the provision of a clubhouse, greens, lighting and services infrastructure such as power and water. Sufficient land needs to be allocated for car parks and space around the clubhouse and greens, these should be shared with other sporting facilities. Ideally clubs would be located in residential areas close to public transport, town or district centres and other sporting and recreational facilities. This would enable a good mix of pennant and community bowls competition participants and easy access for potential members.



## 7.2.1 Indicative Spatial Requirements for Bowls Club Facility and Infrastructure

**Table 1 Metropolitan Club Spatial Requirements Matrix – Indicative Size \***

Primary Classification	Greens (m <sup>2</sup> ) 7 rinks per green	Car park Capacity (cars/m <sup>2</sup> )	Clubhouse Size (m <sup>2</sup> )	Approximate Required Area (m <sup>2</sup> ) *
Regional Facility: Minimum 4 greens, mix of grass and synthetic. Large clubhouse, car park and spectator capacity.	5+, 7500m <sup>2</sup> +	400+/12,000m <sup>2</sup>	900m <sup>2</sup>	30,600 m <sup>2</sup>
	4, 6,000 m <sup>2</sup>	350+/10,500m <sup>2</sup>	700m <sup>2</sup>	25,800 m <sup>2</sup>
Large Facility: Minimum 4 greens, Minimum 100 registered players	5, 7500m <sup>2</sup>	250+/7,500 m <sup>2</sup>	500m <sup>2</sup>	23,250 m <sup>2</sup>
	4, 6000 m <sup>2</sup>	200+/6,000 m <sup>2</sup>	400m <sup>2</sup>	18,600 m <sup>2</sup>
Small Facility: 2-3 greens, 0-200 registered players	3, 4500 m <sup>2</sup>	120+/3,600 m <sup>2</sup>	300m <sup>2</sup>	12,600 m <sup>2</sup>
	2, 3000 m <sup>2</sup>	80+/2,400 m <sup>2</sup>	200m <sup>2</sup>	8,400 m <sup>2</sup>

**Table 2 Country Club Spatial Requirements Matrix – Indicative Size \***

Primary Classification	Greens (m <sup>2</sup> ) 7 rinks per green	Car park Capacity (cars/m <sup>2</sup> )	Clubhouse Size (m <sup>2</sup> )	Approximate Required Area (m <sup>2</sup> ) **
Regional Facility: 3 - 4 greens. 300+ registered members, 200+ community bowlers. Large clubhouse, car park and spectator capacity.	4+, 6000 m <sup>2</sup>	350+/10,500m <sup>2</sup>	800m <sup>2</sup>	25,950 m <sup>2</sup>
	3, 4500 m <sup>2</sup>	250+/7,500 m <sup>2</sup>	600m <sup>2</sup>	18,900 m <sup>2</sup>
Large District Facility: Minimum 3 - 4 greens. 150-300 registered members, 100-200 community bowlers.	4, 6000 m <sup>2</sup>	200+/6,000 m <sup>2</sup>	400m <sup>2</sup>	18,600 m <sup>2</sup>
	3, 4500 m <sup>2</sup>	150+/4,500 m <sup>2</sup>	300m <sup>2</sup>	13,950 m <sup>2</sup>
Small District Facility: 2 greens, 30-60+ registered players, 0-60 community bowlers	2, 3000 m <sup>2</sup>	80+/2,400 m <sup>2</sup>	250m <sup>2</sup>	8,475 m <sup>2</sup>
Small Facility: 1-2 greens, 0-60 registered players, 0-50+ community bowlers	2, 3000 m <sup>2</sup>	80+/2,400 m <sup>2</sup>	200m <sup>2</sup>	5,600 m <sup>2</sup>
	1, 1500 m <sup>2</sup>	40+/1,200 m <sup>2</sup>	150m <sup>2</sup>	2,850 m <sup>2</sup>

This includes the additional space is required for landscaping, room between building and greens and general amenities. Total space include car parking requirements.



### 7.3 New Bowls Club Facility Development Process

The following is the preferred process to be undertaken by clubs considering developing and new facility.

**Table 3 New Bowls Club Facility Development Process**

Step	Action
1	Discuss proposal with members or prospective members -what kind of facility is required, stand alone bowls club, multi-use or multi-sport facility - proceed or reconsider
2	Initial meetings with LGA and Bowls WA regarding proposal
3	Discuss project with LGA and DSR regarding facility provision, need, funding and governance
4	Together with LGA initiate discussion with DoP and/or developers if the proposed club is in the location or vicinity of a large sub-division
5	Prepare Needs Assessment report (DSR format) – present to DSR, LGA and club members
6	Nominate club size and objectives based on Club Classification Chart (Appendix A)
7	Review proposal by prospective club with LGA, Bowls WA and DSR – proceed or reconsider
8	Co-ordinate funding options and sources for the facility, e.g. developers, LGA's, sporting groups
9	Prepare Feasibility Study (DSR format) to apply for CSRFF funding, this includes concept design, cost estimates and operational plan
10	Confirm primary funding sources for full capital cost (not including CSRFF or Lotterywest grants)
11	Apply for CSRFF and Lotterywest grants
12	Prepare club business plans, final review of proposal - proceed or reconsider
13	Design, procure, construct and occupy club facility

DSR is the Department of Sport and Recreation.

LGA is the local government authority.

DoP is the Department of Planning.

There are a number of facility planning and development guides developed and available from numerous local government authorities and the Department of Sport and Recreation. The Department of Sport and Recreation guides that will be of most assistance are:

- ▶ Facility Planning Guide – broad guide to the planning and development process
- ▶ Community Consultation – ‘Working Together’
- ▶ Decision-making – flowchart and information of decision making process for sporting and recreational facilities including usage expectations and gap analysis
- ▶ Life Cycle Cost - guideline for the whole of life cost of the facility
- ▶ Needs Assessment and Feasibility Study – early planning guidelines for facilities

The Department of Sport and Recreation also have numerous case studies and guidelines for the management, governance and effectiveness of sporting and recreational facilities.



Other issues to be considered before continuing with the planning, design and development of the project are:

- ▶ Who is the project champion, leader or manager?
- ▶ Who are the stakeholders?
- ▶ What is the management structure of the club? This must be resolved before design and other activities occur.
- ▶ Are funding sources available and likely to be available for the project?
- ▶ What is the budget, can the club afford the capital cost and the ongoing operational costs?
- ▶ Does the club facility compliment the Strategic Facilities Plan? If not how is this to be addressed?

#### **7.4 Expanded Facility Policy**

Bowls WA supports the expansion of clubs who undertake programs and initiatives to increase the participation rates for both pennant and community bowls competitions. The expansion of facilities is only to be undertaken if a club can demonstrate a clear need for the facilities. This requires a club to have both a high pennant and community player to rink ratio, growing membership and infrastructure capacity to cope with the clubs expansion. Clubs which have a track record of innovation and good management with competitions are more likely to succeed in gaining funding for expanded facilities and being able to maintain them adequately. Issues such as car parking, site constraints and limited water and electrical power services have and will continue restrict any expansion of some clubs facilities.

Existing clubs need to undertake an assessment based on the club classification chart (Appendix A) to identify the most appropriate actions to become a sustainable club. The club then needs to discuss with their local government authority and Bowls WA the most appropriate strategies and actions to be taken to increase its sustainability. A Sustainability Guideline (Appendix B) has been developed for use by clubs and identifies specific strategies, objectives, outcomes and actions. These have been created for clubs classified as low, medium and high sustainability with the strategies applying to marketing, club management and facility infrastructure. These strategies are also dependant on whether the club is focused on pennant or community competitions.

Once a club has assessed itself and identified the actions required it can move forward with a defined purpose to become a more sustainable club. It may be that the club's long term goal is to become a Regional Club Facility capable of holding large spectator events or a small country bowls club looking after the community needs of its members. In any case clubs will need to make changes to their marketing, club management or facility infrastructure.



## 8. Facility and Infrastructure Funding Policy

### 8.1 Funding Overview

The development of facilities is primarily funded by clubs and or local government authorities. Bowls WA does not fund the development of facilities nor does it own or manage a bowling club or facility. Other possible sources of funds for the development of facilities is through the State Government's CSRFF sport and recreational grant scheme, Lottery West for community buildings and the federal government including funds for water saving initiatives. Irrespective of the funding sources a club must focus on its ability to maintain, upgrade and manage the facility in a sustainable and self-sufficient manner.

During the concept development stage a club, local government authority and other stakeholders must justify the need for a club facility and demonstrate how the facility will operate. The Department of Sport and Recreation provide a number of Guides to aide in the development of the concept and is discussed in detail in the New and Expanded Policy section of this document (section 7.2 & 7.3).

The funding policy identifies funding sources, requirements and priorities for bowling clubs based on the key objectives of making clubs more sustainable and increasing all forms of bowls participation. To achieve these objectives different infrastructure and facility upgrades, reductions or additions can be made. The steps to identify the infrastructure or facilities required to meet the clubs need and to justify funding are:

- STEP 1: Club Classification (Appendix A – Club Classifications)
- STEP 2: Actions to increase sustainability (Appendix B – Sustainability Guidelines)
- STEP 3: Facilities and infrastructure to achieve sustainable outcomes– gaps and duplications
- STEP 4: Propose to increase or decrease of facilities or infrastructure
- STEP 5: Develop a funding plan within the business plan
- STEP 6: Seek external funding from relevant sources as required

### 8.2 Club Funding

Clubs are the primary source of funding for the upgrading of facilities and infrastructure and do so though revenue generated at the club. Clubs can borrow funds through commercial sources or potentially their local government authority. The borrowing of funds will create a greater burden on the financial and volunteer resources of a club and should be considered with caution. Clubs should evaluate whether delaying development and decreasing any borrowing requirements are more appropriate actions. A club should only undertake borrowing if it has the capacity to repay the loan in the event of interest rate increases, falling revenue or unforeseen costs.

### 8.3 Local Government Authority Funding

Local government authorities fund sports and recreational facilities as part of a commitment to provide services and projects that benefit the community. As the owner of the majority of sporting and recreational facilities in WA, LGA's play the most important role in the funding of new, replacement and upgraded facilities. The land used for the development of bowling clubs is in the majority of instances vested with the LGA under a management order or held by the LGA in free hold.



LGA policies regarding the provision of sporting and recreational facilities include:

- ▶ Community benefit and access for all members of the community
- ▶ Year round use of facilities including clubhouses, fields and general amenities
- ▶ Support for clubs which provide for non-sporting community based activities
- ▶ Shared use arrangements between clubs and LGA's

#### **8.4 State Government Funding**

The State Government via CSRFF makes funding available to sporting clubs and LGA's for the development of sustainable community level sporting and recreational facilities and infrastructure. In 2010 approximately \$20 million is made available each year to more than 1,000 sporting and recreational clubs in WA. This is made up of approximately \$1.5 million for small grants, \$3 million for annual grants in the next financial year and \$15.5 million for forward planning grants (larger projects) - \$4 million for first year of triennium, \$7 million for second year of triennium and \$4.5 million for third year of triennium. As part of the submission process individual LGA's and State Sporting Associations are required to rank applications against applications within their municipality or sport. Early involvement with your LGA and Bowls WA will provide each with a greater understanding of the planning process, relevant design specifications and funding application requirements.

The primary objective of the CSRFF program is to increase sporting participation and also supports the development of sporting facilities and infrastructure which meet the needs of a number of users. To increase participation in bowls there are a number of actions that can be undertaken with the majority of these being management and marketing initiatives. These initiatives such as community bowls competitions may result in the need for new or upgraded infrastructure such as lighting or synthetic greens. . Applications for infrastructure that is not directly related to the physical activity are a lower priority through CSRFF, therefore project components which are for community or function uses (e.g. kitchen upgrades, function rooms) may not be funded. The key parameters and objectives assessed as part of the CSRFF program include:

- ▶ Increased bowling participation including 'community bowlers'
- ▶ Appropriate infrastructure to get greater utilisation from existing facilities, e.g. lighting
- ▶ Need basis (rink ratios) – the number of pennant and community bowlers per club, green and rink
- ▶ Sustainability of the club utilisation, facility management and finances
- ▶ Facilities are being provided as part of a planned approach by the LGA and/or club in relation to other sporting infrastructure in the local or regional area
- ▶ Joint provision and shared use facilities
- ▶ Context and classification of facility within the Strategic Facilities Plan
- ▶ Delivered within the funding period; on-time, to scope and within budget

Clubs need to demonstrate to the Department of Sport and Recreation that they have been able to adequately maintain facilities in the past and can ensure that funded facilities will be maintained in the future. For example, a club which receives funds for a synthetic green must be able to demonstrate its ability to generate sufficient revenues for a sinking fund to re-surface the green in eight to ten years without further CSRFF funds.



#### 8.4.1 CSRFF Application Process

Clubs are to be in regular communication with the relevant Department of Sport and Recreation staff during the planning and concept development stages of the project. This will ensure that clubs and local government authorities receive ongoing support for the projects development and ensure that the assessment criteria are clearly explained and the application can be understood. All applications must be lodged with their local government authority irrespective of whether the local government authority is contributing to the project. As there is an emphasis that a planned and community wide approach be taken to the provision of facilities it is strongly advised that relevant local government authorities are involved throughout the process. The funding for any project must be secured and arranged for the entire capital cost prior to the application of a CSRFF grant.

**Table 4 CSRFF Funding Process (as at 2010) – Major Grants**

Time (Date)	Stakeholder	Action, Task or Requirement
July	DSR	Newspaper Advertisement
July	LGA, DSR Regional Offices	Application forms are available from LGA's (metropolitan) and DSR regional offices
September	Clubs, LGA	Applications to be lodged with LGA's during September – check with relevant LGA to confirm exact date
October	LGA	Assessed by LGA, recommendations provided, applications presented at LGA council meeting
October	LGA, DSR	Applications lodged by LGA with DSR, last working day in October
November	DSR	Applications assessed by regional managers and forwarded to facilities consultant - CSRFF, last working day in November
December	DSR	Applications assessed by State Sporting Associations and facilities consultant - CSRFF
February / March	DSR	CSRFF advisory committee considers applications and makes recommendations
February / March	Minister	Minister considers recommendations and gives approvals
February / March	DSR	Successful and unsuccessful applicants notified

DSR is the Department of Sport and Recreation.

LGA is the local government authority.

There is a similar process for the application of small grant funds which occurs twice a year. Applications for these grants begin in February and July, applications close in March and August, funds approved during April and September and successful applications announced in May and October.

#### 8.4.2 CSRFF Assessment Criteria

CSRFF assessments are based on the following criteria:



- ▶ Project justification
- ▶ Planned approach
- ▶ Community consultation
- ▶ Management planning
- ▶ Access and opportunity
- ▶ Design
- ▶ Financial viability
- ▶ Co-ordination
- ▶ Potential to increase physical activity levels

The Department of Sport and Recreation do not support the funding of permanent shade structures or indoor facilities for playing greens as part of the CSRFF grant program for sporting and recreational facilities.

#### **8.4.3 CSRFF – Bowls WA Involvement**

Bowls WA as the state sporting association responsible for representing bowling clubs in WA reviews and ranks applications in conjunction with the Department of Sport and Recreation CSRFF consultant. Bowls WA will give support to CSRFF applicants which undertake the following activities:

- ▶ Prepare a business plan outlining how the funds will be allocated and sourced for the facility and replacement. This includes the replacement of synthetic greens, updating of clubhouse amenities and restorative maintenance.
- ▶ Provide information to Bowls WA including the demographics' of all members
- ▶ Facility condition assessment and ten year asset management plans
- ▶ Clubs undertaking initiatives such as community bowls or social days to increase the number of participation

Bowls WA will support funding applications which seek to improve facilities that are currently below an acceptable standard such as playing greens. There are some additional issues considered by Bowls WA as part of the CSRFF ranking process including the limited ability of clubs in country areas to increase their memberships due to limited local population.

#### **8.5 Lotterywest Funding - Community Buildings**

Lotterywest may provide funds for community facilities or for aspects of community buildings such as bowling clubs through its 'Advancing Participation in Community Life' grant program. Clubs would need to demonstrate that the facility is or will be used by a cross-section of the broad community and act as a focus for community interaction and involvement. Lotterywest will only provide funding for building components where there are no alternative sources of funding, such as community meeting rooms, training rooms, crèche or playground. Community buildings may include the non-sport aspects of a multi-purpose sport and recreation centre, the non-arts specific aspects of an arts facility and the Department of Community Development funded community or neighbourhood centres. These centres can be either small (community hall) or large (purpose built regional facility). Where appropriate, Lotterywest encourages 'multi- use' buildings that reflect a coordinated approach, accommodate a range of needs



and act as a focus for community interaction and involvement. Grants are not provided for ongoing maintenance or operating costs of facilities.

All applications must be supported by sound planning and include:

1. Strategic Plan
2. Needs Assessment and Accommodation or Facility Plan
3. Business Case and Feasibility Study
4. Management Plan
5. Project Plan

Applicants should secure contributions from relevant sources and contribute from their own resources according to their capacity.

## **8.6 State Facility Funding**

If Bowls WA and the State Government decide to consider the development of a state level facility the following process would need to be undertaken:

- STEP 1: Strategic planning including needs assessment
- STEP 2: Concept development
- STEP 3: Needs establishment / feasibility study
- STEP 4: Review of feasibility study and business case development
- STEP 5: Business case review
- STEP 6: Budget submission



## 9. Communication and Implementation Policy

### 9.1 Communication and Implementation Policy

Communication of the Strategic Facilities Plan to all of the key stakeholders is essential to the successful implementation of the plan. As identified in this document each of the stakeholders has a number of important roles and responsibilities relating to the planning, development, management and in some instances closure of bowling clubs. As clubs play an important part in many peoples lives it is essential that there is effective communication of this plan and communication between stakeholders. An abbreviated version of the Strategic Facilities Plan should be developed for broad marketing and circulation purposes.

**Table 5 Communication and Implementation Timeline**

Date(s)	Stakeholder	Communication and/or Action
June 2010	Bowls WA	Present Strategic Plan to Bowls WA board for approval
July 2010	Bowls WA	Make Strategic Facilities Plan (draft) available to clubs and LGA's for comment
July 2010	Bowls WA	Promotion of Strategic Facilities Plan in Jack High magazine and other media outlets including DSR website
July 2010	DSR	Send Strategic Plan to all LGA's
August 2010	Bowls WA / DSR	Upload all reports onto DSR and Bowls WA websites
September 2010	LGA's & Clubs	Assess club classification
October 2010	LGA's & Clubs	Prepare business plan based on sustainable initiative
Annually	Clubs	Prepare Business Plan – provide to LGA, Bowls WA and DSR
June 2011	Bowls WA / DSR	Review and update the Plan
Bi-Annually	Bowls WA, LGA's and Clubs	Review club classifications, record successful and unsuccessful sustainability initiatives and communicate to all bowling clubs

DSR is the Department of Sport and Recreation.

LGA is the local government authority.

### 9.2 Local Government Authority Review Procedure of Club Sustainability

It is important to the long term growth of bowls as a sport that the current sustainability of clubs is assessed and that required sustainability initiatives are implemented as soon as possible. The delay in implementing initiatives to increase participation and improve the financial viability of clubs, the greater the likelihood of club closures, amalgamations and forced co-location with other sports or community users. While in some instances consequences may have a positive effect for the members of these clubs the majority of clubs only require some assistance to achieve self-sufficiency and retain their current club facilities.



Local government authorities are encouraged to assess and discuss club classification and the sustainability initiatives with individual clubs in an endeavour to understand the clubs current situation. Approximately half of the clubs provided detailed information for the Strategic Facilities Plan which resulted in some approximations in the current usage of facilities. Information regarding community (corporate/social) bowls competitions was not sufficiently provided. Community bowls competitions such as 'Get on the Green' are very popular resulting in clubs attracting new members, increased revenue and promotion of the sport of bowls through increased participation and competition.

Once local government authorities and clubs have self-assessed and are aware of their classification and identify some of the sustainability initiatives that they can implement. Local government authorities and clubs should forward information regarding such initiatives to Bowls WA.

### **9.3 Policy Development and Review Procedure**

The Strategic Facilities Plan should be reviewed a bi-annual basis by Bowls WA to assess its relevance to the trends and aims of the sport, clubs and members. Bowls WA should assess the progress of the key initiatives of the plan, those being the club classifications, sustainability guidelines and facilities hierarchy.

Bowls WA is to undertake an audit of facilities against the club classification chart and facility hierarchy. Monitoring of initiatives implemented by clubs and local government authorities, recording of successful and unsuccessful initiatives and communicating to all bowling clubs is crucial. Bowls WA will keep records of clubs carrying out these initiatives and success for communication to stakeholders. Ideally clubs and local government authorities will be proactive and willing to participate in the sharing of information to help other clubs and to grow the sport.



## Appendix A

# Club Classifications

Hierarchical club classification based on members,  
competitions and facilities

**Bowls WA Club Classification Chart - Country (Regional)**

Primary Classification	Sustainability	Sub Classification	Registered Pennant Players	Community Bowlers	Number of Greens	Number of Night Greens*	Player to Rink Ratio	Community Player to Rink Ratio
<b>Regional Facility:</b> Minimum 3 - 4 greens. 300+ registered members, 200+ community bowls competition. Large clubhouse, carpark and spectator capacity.	High	High Comp, High Community	300+	200+	3-4	1-2	14+	9+
	Med	High Comp, Low Community	300+	0 - 200	3-4	1-2	14+	0-9
	Med	Low Comp, High Community	0 - 300	200+	3-4	1-2	0-14	9+
	Low	Low Comp, Low Community	0 - 300	0 - 200	3-4	1-2	0-14	0-9
<b>Large District Facility:</b> Minimum 3 - 4 greens. 150-300 registered members, 100-200 community bowlers.	High	High Comp, High Community	150+	100+	3-4	1-2	7+	4+
	Med	High Comp, Low Community	150+	0-100	3-4	1-2	7+	0-4
	Med	Low Comp, High Community	0-150	100+	3-4	1-2	0-7	4+
	Low	Low Comp, Low Community	0-150	0-100	3-4	1-2	0-7	0-4
<b>Small District Facility:</b> 2 greens, 30-60+ registered players, 0-60 community bowlers	High	High Comp, High Community	60+	50+	2	0-1	4+	3.5+
	Med	High Comp, Low Community	60+	0-50	2	0-1	4+	0-3.5
	Med	Low Comp, High Community	30-60	50+	2	0-1	0-4	3.5+
	Low	Low Comp, Low Community	30-60	0-50	2	0-1	0-4	0-3.5
<b>Small Facility:</b> 1-2 greens, 0-60 registered players, 0-50+ community bowlers	High	High Comp, High Community	30-60*	50+	1-2	0-1	3.5+	4+
	Med	High Comp, Low Community	30-60*	0-50	1-2	0-1	3.5+	0-4
	Med	Low Comp, High Community	0-30	50+	1-2	0-1	0-3.5	4+
	Low	Low Comp, Low Community	0-30	0-50	1-2	0-1	0-3.5	0-4

\* Assumes green with 7 rinks

### Bowls WA Club Classification Chart - Metropolitan

Primary Classification	Sustainability	Sub Classification	Registered Pennant Players	Community Bowlers	Number of Greens*	Number of Night Greens*	Player to Rink Ratio	Community Player to Rink Ratio
<b>State Facility:</b> Criteria undefined		Not a club	0	Possible community bowls program	Minimum 1 synthetic green with 2-3 grass greens	2-3+	n/a	Undefined
<b>Regional Facility:</b> Minimum 4 greens with a mix of grass and synthetic. Large clubhouse, carpark and spectator capacity.	High	High Comp, High Community	280+	360+	4-6	4-6	10+	13+
	Med	High Comp, Low Community	280+	0-360	4-6	2-4	10+	0-13
	Med	Low Comp, High Community	0-280	360+	4-6	4-6	0-10	13+
	Low	Low Comp, Low Community	0-280	0-360	4-6	2-4	0-10	0-13
<b>Large Facility:</b> Minimum 4 greens, Minimum 100 registered players	High	High Comp, High Community	200+	160+	4-5	2-3	7+	6+
	Med	High Comp, Low Community	200+	0-160	4-5	0-2	7+	0-6
	Med	Low Comp, High Community	0-200	160+	4-5	0-4	0-7	6+
	Low	Low Comp, Low Community	0-200	0-160	4-5	0-2	0-7	0-6
<b>Small Facility:</b> 2-3 greens, 0-200 registered players	High	High Comp, High Community	140+	120+	2-3	1-3	9+	9+
	Med	High Comp, Low Community	140+	0-120	2-3	0-2	9+	0-9
	Med	Low Comp, High Community	0-140	120+	2-3	1-3	0-9	9+
	Low	Low Comp, Low Community	0-140	0-120	2-3	0-2	0-9	0-9

\* Assumes a green with 7 rinks



Appendix B

## Sustainability Guidelines

Strategies, objectives, outcomes and recommended actions to be a more sustainable club

Primary Objectives		1. Improve the sustainability of the club by:				
		1a, Increase utilisation of the facility by increasing 1b Rationalisation of facilities 1c Improve efficient use of resources (volunteers)				
Strategy	Applies to	Individual Objective	Outcome	Classification Impact	Recommended Actions	
Low Sustainable Club	Marketing	All low sustainable clubs	Increased capture rate of residential population	Increase in number of competitive bowlers at club, improved utilisation of facilities and a higher participation rate	Moves towards becoming a medium sustainable club.	Hold open/casual bowling evenings/afternoons encouraging players to bring friends down. Invite existing members to socialise with potential new members. Advertise in local media
		All low sustainable clubs	Increased capture rate in employment areas	Increase in community bowlers (corporate bowls), increased revenue and utilisation	Moves towards becoming a medium sustainable club.	Ensure adequate lights to facilitate community bowlers. Advertise in local media. Contact local businesses and encourage to set up teams. Employ a Program Manager
		All low sustainable clubs	Increase number of younger members	Increase in community bowlers and improve the future strength of the club.	Moves towards becoming a medium sustainable club.	Hold casual bowling evenings/afternoons encouraging players to bring friends down. Contact local schools and encourage them to set up a program. Advertise in local media.
		All low sustainable clubs	Increase the number of spectators visiting the club	Potential increase in membership and revenue. Awareness of the sport.	Moves towards becoming a medium sustainable club.	Host tournaments and encourage families to attend. Hold family days providing activities for all ages.
	Club Management	Large and regional clubs with a low sustainability	Promote and increase awareness of Bowls as a competitive sport	Large events will increase the number of spectators visiting the club, increase revenue and increase exposure for the sport.	Moves towards becoming a medium sustainable club.	Host large BowlsWA tournaments, ensure appropriate spectator and overflow parking facilities. Have Program Manager liaise with the provided BowlsWA event manager to organise.
		All low sustainable clubs	Increase the conversion rate of community bowlers into competitive bowlers.	Increase in competitive bowlers, increased participation	Moves towards becoming a medium sustainable club.	Provide coaches and facilitate training of community bowlers. Provide alternative competition program opportunities for community bowlers to play in competitive tournaments. Provide incentive to play competitive tournaments.
		All low sustainable clubs	Improve the community value of the club through organising or participating new or non-bowling initiatives	Increase in community value of the club and a potential increase in revenue	Moves towards becoming a medium sustainable club.	Hold open/casual bowling evenings/afternoons encouraging players to bring friends down. Hold events which are open to the community. Make club facilities available to community groups and organisations. Increase the number of community based activities hosted.
		All low sustainable clubs	Encourage development of secondary sports associated with the club	Increase in exposure for bowls, community involvement and increase in revenue.	Moves towards becoming a medium sustainable club.	Invite other sports to set up at the club. Ensure existing club members are welcoming to new sports
		All low sustainable clubs	Improve the retention of existing players	Reduced player turnover. Player population remains stable.	Moves towards becoming a medium sustainable club.	Listen to club members. Reduce the burden on club volunteers. Provide adequate coaching and development support for existing players. Encourage players to mix socially and form networks within the club. Hold social events, serious and novelty tournaments to generate interest.
		All low sustainable clubs	Work closely with Local Government Authorities	Quick resolution of external issues. Increase in local government support.	Moves towards becoming a medium sustainable club.	Meet in open and honest discussions with Local Government Authorities. Recognise and be upfront about problems. Rationalisation of facilities.
		All low sustainable clubs	Increase co-operation with other clubs in the community. Schedule events to minimise conflict between clubs. Encourage sharing of knowledge, effectively manage regions resources.	Minimise event and community competition clashes, provide the community more opportunities to participate in bowls and increase overall participation in the sport.	Moves towards becoming a medium sustainable club.	Nominated club officials to attend meetings in which upcoming events are planned. Discussion on strategies for increasing awareness of sport. Region specific issues raised and discussed
	Facility Infrastructure	All low sustainable clubs	Strategic restructure of club greens - Player to rink ratio is too low	Increase efficiency of the club by ensuring an optimal player to rink ratio	Moves towards becoming a medium sustainable club.	Undertake a needs assessment. Reduce the number of greens.
		All low sustainable clubs	Strategic restructure of club lighting facilities	Improve the ability of the club to host community bowls competitions and maximise the time the greens can be utilised	Moves towards becoming a medium sustainable club.	Undertake a needs assessment. Add lighting to maximise time which greens can be used ensuring strategies to improve player numbers in place.
		All low sustainable clubs	Renovation/replacement of existing greens	Reduce the operating cost and inefficiency of the greens. Improved operating cost and efficiency.	Moves towards becoming a medium sustainable club.	Undertake a needs assessment, assess the cost implications.

Primary Objectives		1. Work towards becoming a high sustainable club				
Strategy	Applies to	Individual Objective	Outcome	Classification Impact	Recommended Actions	
Medium Sustainable Club	Marketing	All medium sustainable clubs	Increased capture rate of residential population	Increase in number of competitive bowlers at club, improved utilisation of facilities and a higher participation rate	Moves towards becoming a highly sustainable club.	Hold open/casual bowling evenings/afternoons encouraging players to bring friends down. Invite existing members to socialise with potential new members. Advertise in local media
		All medium sustainable clubs	Increased capture rate in employment areas	Increase in community bowlers (corporate bowls), increased revenue and utilisation	Moves towards becoming a highly sustainable club.	Ensure adequate lights to facilitate community bowlers. Advertise in local media. Contact local businesses and encourage to set up teams. Employ a Program Manager
		All medium sustainable clubs	Increase number of younger members	Increase in community bowlers and improve the future strength of the club.	Moves towards becoming a highly sustainable club.	Hold casual bowling evenings/afternoons encouraging players to bring friends down. Contact local schools and encourage them to set up a program. Advertise in local media.
		All medium sustainable clubs	Increase the number of spectators visiting the club	Potential increase in membership and revenue. Awareness of the sport.	Moves towards becoming a highly sustainable club.	Host tournaments and encourage families to attend. Hold family days providing activities for all ages.
	Club Management	Large and regional clubs with a medium sustainability	Promote and increase awareness of Bowls as a competitive sport	Large events will increase the number of spectators visiting the club, increase revenue and increase exposure for the sport.	Moves towards becoming a highly sustainable club.	Host large BowlsWA tournaments, ensure appropriate spectator and overflow parking facilities. Have Program Manager liaise with the provided BowlsWA event manager to organise.
		All medium sustainable clubs	Increase the conversion rate of community bowlers into competitive bowlers.	Increase in competitive bowlers, increased participation	Moves towards becoming a highly sustainable club.	Provide coaches and facilitate training of community bowlers. Provide alternative competition program opportunities for community bowlers to play in competitive tournaments. Provide incentive to play competitive tournaments.
		All medium sustainable clubs	Improve the community value of the club through organising or participating new or non-bowling initiatives	Increase in community value of the club and a potential increase in revenue	Moves towards becoming a highly sustainable club.	Hold open/casual bowling evenings/afternoons encouraging players to bring friends down. Hold events which are open to the community. Make club facilities available to community groups and organisations. Increase the number of community based activities hosted.
		All medium sustainable clubs	Encourage development of secondary sports associated with the club	Increase in exposure for bowls, community involvement and increase in revenue.	Moves towards becoming a highly sustainable club.	Invite other sports to set up at the club. Ensure existing club members are welcoming to new sports
		All medium sustainable clubs	Improve the retention of existing players	Reduced player turnover. Player population remains stable.	Moves towards becoming a highly sustainable club.	Listen to club members. Reduce the burden on club volunteers. Provide adequate coaching and development support for existing players. Encourage players to mix socially and form networks within the club. Hold social events, serious and novelty tournaments to generate interest.
		All medium sustainable clubs	Increase co-operation with other clubs in the community. Schedule events to minimise conflict between clubs. Encourage sharing of knowledge, effectively manage regions resources.	Minimise event and community competition clashes, provide the community more opportunities to participate in bowls and increase overall participation in the sport.	Moves towards becoming a highly sustainable club.	Nominated club officials to attend meetings in which upcoming events are planned. Discussion on strategies for increasing awareness of sport. Region specific issues raised and discussed
	Facility Infrastructure	All medium sustainable clubs	Strategic restructure of club greens - Player to rink ratio is too low	Increase efficiency of the club by ensuring an optimal player to rink ratio	Moves towards becoming a highly sustainable club.	Undertake a needs assessment. Reduce the number of greens.
		All medium sustainable clubs	Strategic restructure of club lighting facilities	Improve the ability of the club to host community bowls competitions and maximise the time the greens can be utilised	Moves towards becoming a highly sustainable club.	Undertake a needs assessment. Add lighting to maximise time which greens can be used ensuring strategies to improve player numbers in place.
		All medium sustainable clubs	Renovation/replacement of existing greens	Reduce the operating cost and inefficiency of the greens. Improved operating cost and efficiency.	Moves towards becoming a highly sustainable club.	Undertake a needs assessment, assess the cost implications.

Primary Objectives		1. Maintain high sustainability 2. Change facility classification from Small to Large or Large to Regional whilst maintaining high sustainability.				
Strategy	Applies to	Individual Objective	Outcome	Classification Impact	Recommended Actions	
Highly Sustainable Club	Marketing	All high sustainable clubs	Increased capture rate of residential population	Increase in number of competitive bowlers at club, improved utilisation of facilities and a higher participation rate	Club maintains high sustainability	Hold open/casual bowling evenings/afternoons encouraging players to bring friends down. Invite existing members to socialise with potential new members. Advertise in local media
		All high sustainable clubs	Increased capture rate in employment areas	Increase in community bowlers (corporate bowls), increased revenue and utilisation	Club maintains high sustainability	Ensure adequate lights to facilitate community bowlers. Advertise in local media. Contact local businesses and encourage to set up teams. Employ a Program Manager
		All high sustainable clubs	Increase number of younger members	Increase in community bowlers and improve the future strength of the club.	Club maintains high sustainability	Hold casual bowling evenings/afternoons encouraging players to bring friends down. Contact local schools and encourage them to set up a program. Advertise in local media.
		All high sustainable clubs	Increase the number of spectators visiting the club	Potential increase in membership and revenue. Awareness of the sport.	Club maintains high sustainability	Host tournaments and encourage families to attend. Hold family days providing activities for all ages.
	Club Management	Large and regional clubs with a high sustainability	Promote and increase awareness of bowls as a competitive sport	Large events will increase the number of spectators visiting the club, increase revenue and increase exposure for the sport.	Club maintains high sustainability	Host large BowlsWA tournaments, ensure appropriate spectator and overflow parking facilities. Have Program Manager liaise with the provided BowlsWA event manager to organise.
		All high sustainable clubs	Increase the conversion rate of community bowlers into competitive bowlers.	Increase in competitive bowlers, increased participation	Club maintains high sustainability	Provide coaches and facilitate training of community bowlers. Provide alternative competition program opportunities for community bowlers to play in competitive tournaments. Provide incentive to play competitive tournaments.
		All high sustainable clubs	Improve the community value of the club through organising or participating new or non-bowling initiatives	Increase in community value of the club and a potential increase in revenue	Club maintains high sustainability	Hold open/casual bowling evenings/afternoons encouraging players to bring friends down. Hold events which are open to the community. Make club facilities available to community groups and organisations. Increase the number of community based activities hosted.
		All high sustainable clubs	Encourage development of secondary sports associated with the club	Increase in exposure for bowls, community involvement and increase in revenue.	Club maintains high sustainability	Invite other sports to set up at the club. Ensure existing club members are welcoming to new sports
		All high sustainable clubs	Improve the retention of existing players	Reduced player turnover. Player population remains stable.	Club maintains high sustainability	Listen to club members. Reduce the burden on club volunteers. Provide adequate coaching and development support for existing players. Encourage players to mix socially and form networks within the club. Hold social events, serious and novelty tournaments to generate interest.
		All high sustainable clubs	Increase co-operation with other clubs in the community. Schedule events to minimise conflict between clubs. Encourage sharing of knowledge, effectively manage regions resources.	Minimise event and community competition clashes, provide the community more opportunities to participate in bowls and increase overall participation in the sport.	Club maintains high sustainability	Nominated club officials to attend meetings in which upcoming events are planned. Discussion on strategies for increasing awareness of sport. Region specific issues raised and discussed
	Facility Infrastructure	Large and regional clubs with a high sustainability	Strategic restructure of club greens - Player to green ratio is too low	Increase efficiency of the club by ensuring an optimal player to rink ratio	Club maintains high sustainability	Undertake a needs assessment. Reduce the number of greens.
		All high sustainable clubs	Strategic restructure of club greens - Player to rink ratio is too high	Increase efficiency of the club by ensuring an optimal player to rink ratio	Club maintains high sustainability	Undertake a needs assessment. Add lighting to maximise time which greens can be used. Add an extra green ensuring strategies to retain players in place and club remains sustainable.
		All high sustainable clubs	Strategic restructure of club lighting facilities	Improve the ability of the club to host community bowls competitions and maximise the time the greens can be utilised	Club maintains high sustainability	Undertake a needs assessment. Add lighting to maximise time which greens can be used. Ensure appropriate steps taken to capture bowlers.
All high sustainable clubs		Renovation/replacement of existing greens	Reduce the operating cost and inefficiency of the greens. Improved operating cost and efficiency.	Club maintains high sustainability	Undertake a needs assessment, assess the cost implications.	



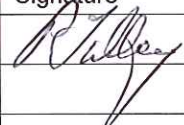
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**Document Status**

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