

Lawn Bowls Facilities Framework





Contents

- Executive Summary 3
- Project Background & Purpose 8
- Strategic Context..... 10
 - Council Plan 2013-2017 (Review 2014/15) 10
 - City of Ballarat Recreation Strategy 2014 11
 - Bowls Victoria Strategic Plan 2013–2017 12
 - Population and Profile..... 13
 - Participation Trends 15
 - Participation in the Ballarat District Bowls Division Region 15
- Lawn Bowls Structure and Support 18
- Existing Clubs..... 22
- Consultation Findings 24
- Guiding Principles 26
- Recommendations 28
 - Club and Sport Support 28
 - Discussion: 28
 - Recommendations: 29
 - Participation 29
 - Discussion: 29
 - Recommendations: 30
 - Partnerships 30
 - Discussion: 30
 - Recommendations: 31
 - Assets and Infrastructure 31
 - Discussion: 31
 - Recommendations: 32
- Conclusion 34
- Appendices 35



Executive Summary

The City of Ballarat currently provides or facilitates access to a range of sport, recreation and leisure opportunities across the municipality. These add to the culture, lifestyle and character of the region as well as enhance the liveability of the City and are therefore recognised as an important part of a well-balanced lifestyle.

The *Lawn Bowls Facilities Framework* will assist the City of Ballarat deliver its stated health and wellbeing domains outlined in the Council Plan, notably in the areas of sustainable built and natural environments, where a key objective is improved access to and utilisation of leisure and recreational facilities.

The City is therefore keen to continue to support local bowls clubs and work with other relevant stakeholders, particularly the Ballarat District Bowls Division (BDBD), Bowls Victoria and Bowls Australia, to support the long-term growth and sustainability of bowls in the region.

Bowls Victoria is the governing body for the sport of lawn bowls in the State of Victoria. Bowls Victoria is responsible for elite bowling pathways and selects and manages the State representative sides. In addition to elite pathway development, Bowls Victoria jointly funds Regional Bowls Managers (in partnership with Bowls Australia) to directly assist individual clubs.

For administrative reasons Victoria is divided into 16 Regions by Bowls Victoria, several of which are further split into smaller divisions. The Ballarat District Bowls Division is one of three Divisions within the Central Victoria Bowls Region.

The map on the following page identifies the existing regions and clubs.



Central Victoria Bowls Region



The role of Ballarat District Bowls Division is primarily to support the administration and management of the sport locally, whilst assisting Bowls Victoria achieve its overarching strategic objectives. Ballarat District Bowls Division was established in 2011 following the merger of the former separate men's and women's associations.

The Ballarat District Bowls Division region has 24 Bowls Clubs representing 1,525 members. Fourteen clubs are located within the City of Ballarat representing 895 members. Average club membership within the City is 109 members per club, compared to 63 members per club outside the City.

Lawn Bowls is increasingly being promoted as a sport for all ages, however participation in the Ballarat District Bowls Division region in the immediate future (i.e. next 5 years) will continue to be dominated by older age groups. The anticipated increase in the total number of people aged over 50 years within the broader population, particularly within the next 11 years, is likely to increase demand for participation opportunities at existing clubs/venues.



Participation in Lawn Bowls across the State has experienced a decline in recent years, however within the City participation trends have fluctuated; three clubs have reported declining membership, five clubs stable membership and six clubs increasing membership.

The *Bowls Victoria Strategic Plan* acknowledges that:

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

In total there are 30 lawn bowls greens distributed across the 14 clubs located within the City of Ballarat. Twenty of these are natural turf and ten are synthetic. The current high level of provision within the City of Ballarat supports consultation results which indicated limited evidence of demand for additional greens, rather there is a strong preference to focus on supporting the sustainability of existing clubs and facilities.

Consultation and engagement activities have included a written survey distributed to all City of Ballarat Clubs, individual site visit and meeting with each club, meeting with Ballarat District Bowls Division representatives and a combined workshop with club and Ballarat District Bowls Division representatives in order to present preliminary findings and directions (i.e. *Issues and Opportunities* workshop).

All fourteen clubs within the City of Ballarat have either completed a written survey and/or participated in on-site interviews.

The *City of Ballarat Recreation Strategy, 2014*, outlines overarching principles to guide Council decision-making in the area of sport and recreation. These principles ensure that any work being undertaken by Council is accessible for all, environmentally sustainable and meets the ongoing needs of residents.

Council's role in sport and recreation provision will vary depending on the issue/s being addressed. However, specifically in relation to Lawn Bowls, Council's role over the next five years will focus on:

- Working with Ballarat District Bowls Division and individual clubs to support operational sustainability.
- Implementation of priority infrastructure works and projects outlined in this report.
- Supporting initiatives that help increase participation opportunities.
- Working with peak bodies (i.e. Bowls Australia, Bowls Victoria and Ballarat District Bowls Division) to support the sport in the region.

The table below provides a summary of the ten overarching strategic recommendations for Lawn Bowls grouped under four themes which reflect Council's priority focus areas and align with Bowls Australia and Bowls Victoria strategic objectives, specifically:

- Club and Sport Support,
- Participation,
- Partnerships, and
- Assets and Infrastructure.



Recommendation	Priority	Responsibility	Resource Implications
Theme: Club & Sport Support			
1. Work with the Ballarat District Bowls Division to identify opportunities to assist communication initiatives and promotion of the sport through existing Council media and communications platforms (internal and external).	High	CoB Sport & Recreation BDBD	Within existing Council resources.
2. Encourage Ballarat District Bowls Division and Bowls Victoria (via Regional Manager / Development Officers) to conduct Club Health Checks for all clubs in the region, review outcomes and identify critical club support needs (including demand for one-on-one support).	High	BDBD Bowls Vic	Within existing resources (i.e. BV Regional Manager)
3. Explore opportunities to incentivise participation in relevant club development and training programs (e.g. link eligibility for Council funding to participation in relevant club training programs, and/or write into Club leases).	High	CoB Sport & Recreation BDBD	Within existing Council resources.
4. Review Council's volunteer recognition programs and initiatives in order to ensure adequate opportunities to support community sporting club volunteers.	Low	CoB Sport & Recreation	Within existing Council resources.
Theme: Participation			
5. Support Ballarat District Bowls Division in encouraging Bowls Victoria to implement participation improvement initiatives in the region, including but not limited to: <ul style="list-style-type: none"> • Introduction of modified game formats (e.g. Jack Attack). • Implementation of VicHealth programs to increase participation in Bowls by juniors and females. • Establish a Regional Bowls Hub within the Ballarat District Bowls Division region in order to provide equitable access to facilities, programs, coaching and events. • Promote the sharing of information between Clubs (e.g. Lighthouse Program). • Provide and promote clear pathways for bowlers, coaches and officials to participate from introductory programs through to high performance. 	High	BDBD Bowls Vic	Within existing resources.
6. Support the establishment of an under-cover synthetic bowls green as part of the Eastern Oval Master Plan implementation in order to support year round participation.	Medium	Ballarat Bowls Club CoB Sport & Recreation	Council support initially limited to development of synthetic surface.
Theme: Partnerships			
7. Continue to work in partnership with Ballarat District Bowls Division to advocate and support the delivery of Bowls Victoria programs and strategic initiatives within the region.	Ongoing	CoB Sport & Recreation BDBD	Within existing Council resources.
8. Council, Ballarat District Bowls Division and Bowls Victoria to work in partnership to explore opportunities to establish bulk purchasing / supplier contracts for selected equipment or materials, e.g. synthetic bowls surfaces (BV could potentially consider this a model for other regions across the State).	Medium	CoB Sport & Recreation BDBD Bowls Vic	Within existing Council resources.
Theme: Assets and Infrastructure			
9. Council to work with individual clubs to establish Asset Maintenance / Management Plans for core infrastructure and facilities in order to guide asset renewal priorities, resource implications and responsibilities.	High	CoB Sport & Recreation	Within existing Council resources.
10. Implement a program of facility improvements and support initiatives in line with the attached spreadsheet which prioritises club requests within an overall implementation framework.	Ongoing	CoB Sport & Recreation	Refer to Implementation Framework.



These ten strategic recommendations are further supported by 51 individual infrastructure specific projects that have been identified in consultation with each club. These are presented within an overall framework for implementation in the body of this document. The Appendices also include a summary profile for each club, including key consultation results and stated priorities.

Lawn Bowls clubs offer a range of physical, mental, social, economic and health benefits for individual participants and the broader community. Development of this plan and implementation of the subsequent recommendations highlights Council's ongoing commitment to supporting the health and wellbeing of the community through the provision of a sustainable, vibrant and diverse network of community sporting clubs, groups and organisations.



Project Background & Purpose

The City of Ballarat currently provides or facilitates access to a range of sport, recreation and leisure opportunities across the municipality. These add to the culture, lifestyle and character of the region as well as enhance the liveability of the City and are therefore recognised as an important part of a well-balanced lifestyle.

The benefits associated with participating in sport and physical activity include personal enjoyment, social interaction, physical and mental health, personal achievement, community involvement ('social capital'), community resilience and present opportunities for expression of community pride via events and activities. Participation in club based sports also assist in social learning (e.g. tolerance, respect, cooperation, leadership) and support individual wellbeing.

The health benefits of participation in regular physical activity have been well documented and include:

- Reduced incidence of cardiovascular disease, stroke, obesity and other preventable illnesses.
- Increased life expectancy.
- Reduced incidence of bowel cancer and certain other cancers.
- Reduced incidence of stress, anxiety, depression and improved overall mental health.
- Reduced incidence of chronic conditions such as diabetes, arthritis and asthma.

Physical activity participation builds self-esteem and positive self-image, enhances life satisfaction and perceived quality of life. Evidence also suggests that regular club-based participation can assist in reducing destructive behaviour and negative social activity, build understanding between diverse cultures and reduce isolation, loneliness and alienation.

Recreation facilities are therefore recognised as important physical assets that contribute to providing a social focus and influencing people's perception of their community. Quality facilities encourage broad community use, events, tourism and contribute to overall economic sustainability of the communities in which they exist.

Access to an appropriate range of Lawn Bowls facilities therefore helps to facilitate physical health, mental health, community connectedness, wellbeing and the economic sustainability of local communities.

Within this context, the City is keen to continue to support local bowls clubs and work with other relevant stakeholders, particularly the Ballarat District Bowls Division (BDBD), Bowls Victoria and Bowls Australia, to support the long-term growth and sustainability of bowls in the region.



Council recognises that there are a number of asset and infrastructure challenges facing local clubs as well as a variety of club support needs. Therefore, the purpose of the project is to:

- Prioritise City of Ballarat Bowls Club infrastructure and club support needs.
- Guide future Council resource allocation and support initiatives.

The scope of the project has a primary focus on the clubs and facilities located within the City of Ballarat, however broader strategic consideration is also given to sport development within the wider Ballarat District Bowls Division region.

The Ballarat District Bowls Division region has 24 Bowls Clubs, 14 are located within the City of Ballarat. The Club membership profile and sport participation trends are presented in the following section, along with an overview of the broader strategic context for the sport in the City.



Strategic Context

The following section outlines the strategic context for the *Lawn Bowls Facilities Framework*. Consideration is given to consistency and relationship with existing strategic documents, the demographic and population profile of the community and Lawn Bowls participation trends.

The strategic framework for the strategy's development is shown in the figure below.

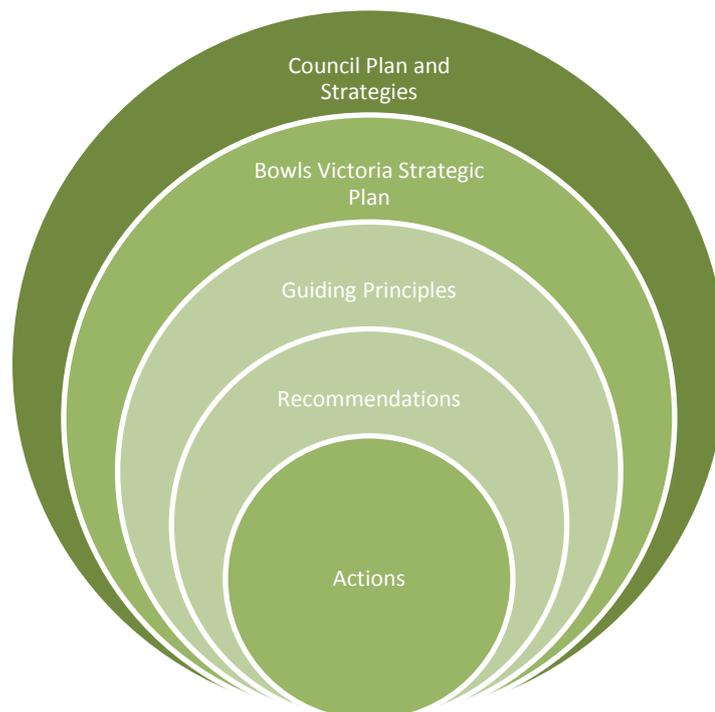


Figure 1: Strategic framework for the development of the City of Ballarat Lawn Bowls Facilities Framework

Council Plan 2013-2017 (Review 2014/15)

The Council Plan is a high-level aspirational document that sets the strategic direction for Council. The Council Plan identifies the strategic purpose of Council as being:

“Leading sustainable growth, strengthening our community and respecting our heritage”.

The Council Plan outlines four themes, supported by a range of strategic objectives and indicators that will be delivered over the four year term. The themes are:

1. Growth and Development
2. People and Communities
3. Destination and Economy
4. Managing our Business

Development of the *Lawn Bowls Facilities Framework* will help Council achieve its desired outcomes in at least two of these themes as it is consistent with the following objectives outlined in the Council Plan:



Theme	Objective	Opportunity
Growth and development	Planning for growth	Improved planning for inclusive and attractive local areas leading to increased physical activity, social connection and access to services.
	Managing our assets	Increased amenity, improved access to leisure and recreational facilities and open space, reduction in infrastructure renewal gap.
People and communities	Encouraging connected communities	Increased community connectedness and strength.
	Promoting healthy lifestyle	Improved personal health and wellbeing.
	Promoting accessibility and inclusion	Improved accessibility and inclusion across all areas.

Council Plan relationship to Lawn Bowls Facilities Framework

In addition to the overarching objectives outlined above, the Council Plan, which also integrates the previous Municipal Public Health and Wellbeing Plan, identifies five health and wellbeing domains that Council will focus on. These are:

1. Healthy, safe and inclusive communities;
2. Sustainable built and natural environments;
3. Culturally rich and vibrant communities;
4. Dynamic, resilient and local economies; and
5. Democratic and engaged communities.

Recreation activity and infrastructure have an important role to play in improving the health and wellbeing of all City of Ballarat residents.

The *Lawn Bowls Facilities Framework* will assist the City of Ballarat deliver its stated health and wellbeing domains, notably in the domain of sustainable built and natural environments, where a key objective is improved access to and utilisation of leisure and recreational facilities.

City of Ballarat Recreation Strategy 2014

Development of the *Lawn Bowls Facilities Framework* will also help achieve the objectives outlined in the City's Recreation Strategy, in particular:

- ▶ Increase participation in physical activity and recreation;
- ▶ Increase the opportunities for all people regardless of ability to participate in recreational pursuits in Ballarat;
- ▶ Provide diverse facilities for the people of Ballarat to participate in recreational activities;
- ▶ Provide recreational facilities that meet the changing needs of residents and the wider population;
- ▶ Provide facilities that will attract sporting and recreational events to the City;
- ▶ Match capital expenditure and facility spending with Ballarat recreation participation trends; and
- ▶ Inspire all members of the Ballarat community to realise the importance of physical activity and recreation.



Bowls Victoria Strategic Plan 2013–2017

The Bowls Victoria Strategic Plan 2013–2017 outlines the priorities for the sport in Victoria over the next four years. The plan also provides strategic alignment with key Bowls Australia, Victorian Government and VicHealth programs and initiatives.

The Strategic Plan confirms the *Mission* for Bowls Victoria as an ‘*innovative and progressive organization that exists to grow, develop and nurture the sport of bowls in Victoria*’, it also outlines five key priority areas, specifically:

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

In addition to the five key priority areas, the Strategic Plan identified a number of critical actions that are considered immediate priorities, these were:

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

The Strategic Plan includes a detailed action plan to guide implementation of key priorities. A number of recommended actions present opportunities for the Ballarat District Bowls Division Region, including assistance with participation initiatives, club support, facility planning, commercial development and club operations.

The following actions present immediate opportunities for the Ballarat District Bowls Division Region:

- Action 1.6: Establish within each of the 16 Regions, a Regional Hub to provide equitable access to facilities, programs, coaching and events throughout Victoria.
- Action 2.8: Celebrate and promote the successes of local club programs and initiatives.
- Action 2.9: Initiate a series of metropolitan and regional forums of Bowls Victoria Board and Executive Team to increase local presence and visibility and to communicate key strategic directions, activities and opportunities direct to clubs and members.
- Action 3.7: Support clubs to work with Local and State Government and industry partners on facility and green improvement projects.



A strong working relationship will be required between Bowls Victoria, Ballarat District Bowls Division and local clubs in order for the region to capitalise on the opportunities presented in the Bowls Victoria Strategic Plan. This will therefore be a strong theme in this strategy.

Population and Profile

Ballarat is experiencing a period of high population growth which is expected to continue into the foreseeable future. The City of Ballarat population forecast for 2015 is 100,834 people, which is expected to grow to 128,331 by 2031, representing an average annual change of approximately 1.52%.

Most suburbs within the municipality are expected to increase in population over the next 10 years and beyond. Much of this population growth is expected in areas to the north, south and west with Delacombe, Alfredton, Cardigan - Lucas and Sebastopol showing significant increases.

In 2011, the average age of residents was 37 years old, which is the same as Victoria and Australia, however lower than the average age of Regional Victorians which is 41 years old. A review of the age profile of Ballarat residents compared to Victoria as a whole shows that Ballarat has a higher proportion of younger people (i.e. under 15 years) as well as a higher proportion of people in older age groups (i.e. 65+ years).

Overall, 19.4% of the population was aged between 0 and 15, and 15.1% were aged 65 years and over, compared with 18.7% and 14.2% respectively for Victoria.

The age structure for the City is forecast to change between 2011 and 2026. By 2026 predictions for the City of Ballarat indicate a 31.0% increase in the population under working age, a 44.4% increase in population of retirement age, and a 20.1% increase in population of working age.

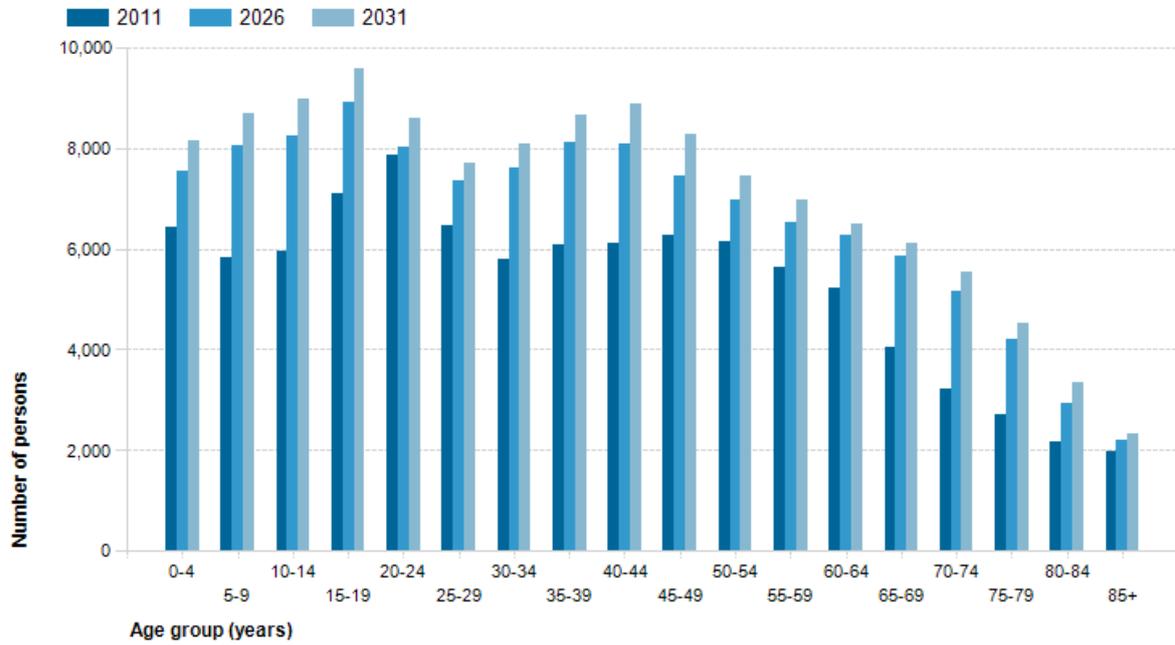
These changes are reflected in the graphs on the following page. The graphs highlight that there will be a significant increase in the total number of people in all age groups through to 2031, however the majority of growth in those aged over 50 years is likely to occur over a shorter time frame (i.e. approximately 75% of total anticipated growth in those aged over 50 years is forecast to occur by 2026).

Lawn Bowls is increasingly being promoted as a sport for all ages, however participation in the Ballarat District Bowls Division region in the immediate future (i.e. next 5 years) will continue to be dominated by older age groups. The anticipated increases in the total number of people aged over 50 years, particularly within the next 11 years, is likely to increase demand for participation opportunities at existing clubs/venues.



Forecast age structure - 5 year age groups

City of Ballarat - Total persons

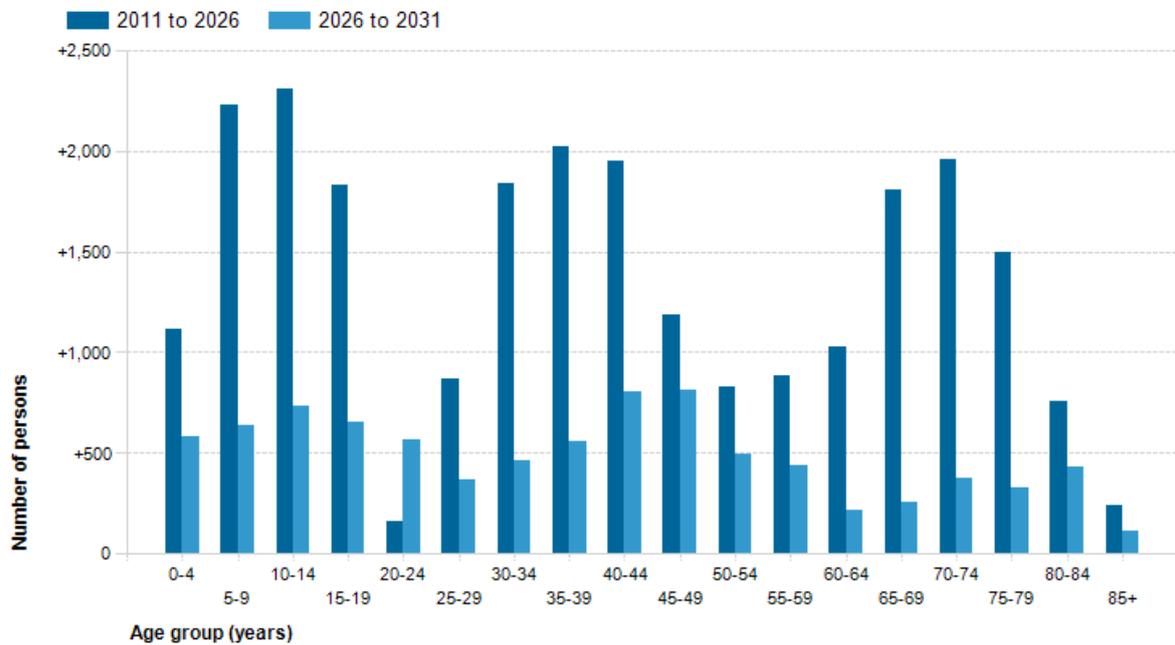


Population and household forecasts, 2011 to 2031, prepared by .id the population experts, June 2012.



Forecast change in age structure - 5 year age groups

City of Ballarat - Total persons



Population and household forecasts, 2011 to 2031, prepared by .id the population experts, June 2012.





Participation Trends

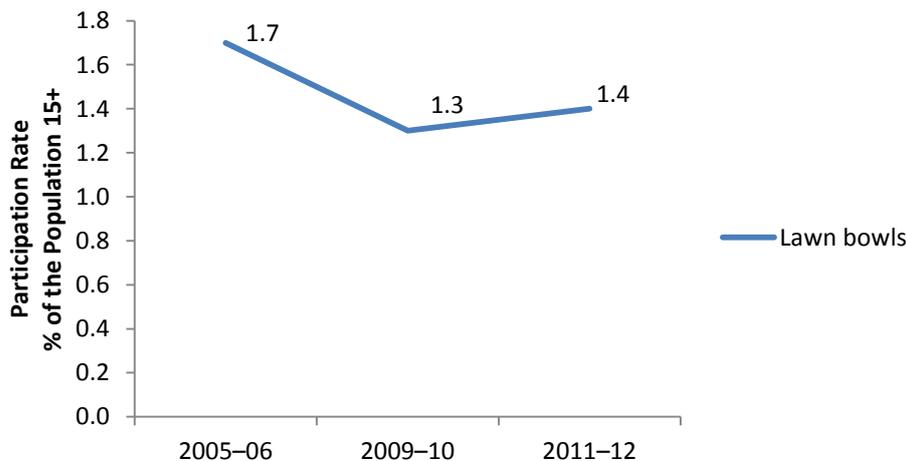
The *Bowls Victoria Strategic Plan* notes that:

Bowls is a sport that can be played and enjoyed socially and competitively for life and provides for 50,000 members and attracts hundreds of thousands more via barefoot and social bowls across Victoria regardless of age, gender or ability. The 525 bowls clubs in Victoria are central to their local communities.

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

The Australian Bureau of Statistics latest participation research, *Participation in Sport and Physical Recreation, Australia, 2011-12 – Victoria*, released in April 2013 confirms a decline in participation between 2005-2012. This is shown in the graph below.

Adult Participation in Lawn bowls



The *Bowls Victoria Strategic Plan* acknowledges that:

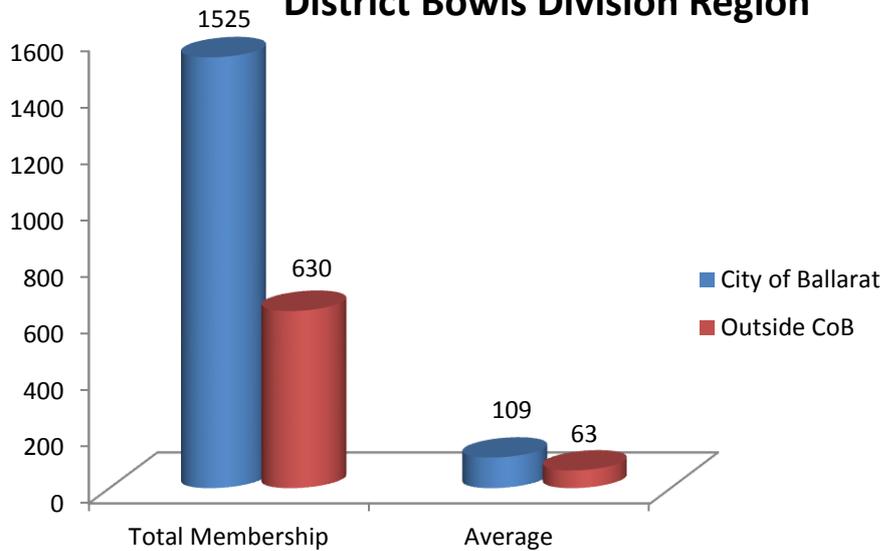
Developing and growing sports participation is a task that is beyond individuals, the clubs and single state bodies – it is the responsibility of all involved and it will require creativity, innovation and partnership involvement that builds on current initiatives.

Participation in the Ballarat District Bowls Division Region

There are 24 Clubs within the Ballarat District Bowls Division region, 14 of these are located within the City of Ballarat. The following graphs highlight recent participation trends.

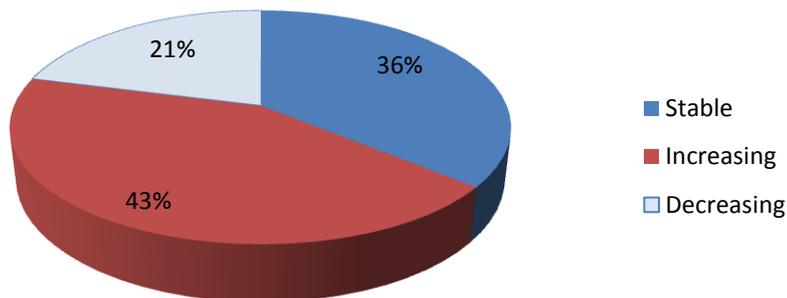


Total club membership in Ballarat District Bowls Division Region



- A number of City of Ballarat clubs (6 clubs or 43%) are below the average membership.
- Individual club membership ranges from a peak of 290 members at Sebastopol to a low of 55 at Invermay.
- A number of clubs are around 75-80 members.
- 100-150 members is considered a desirable target for club sustainability.

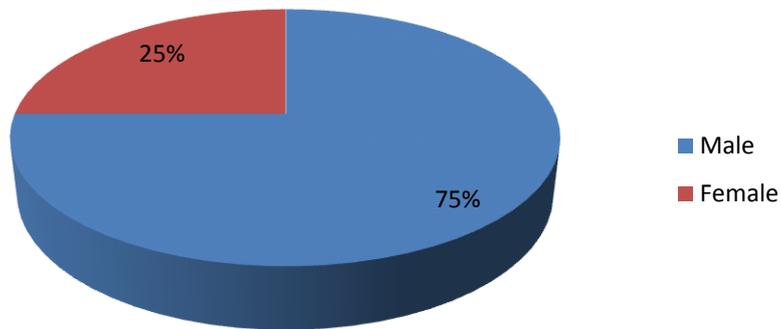
City of Ballarat reported club membership trends over last 3 years



- 3 clubs reported declining membership (Ballarat North, East and Xavier).
- 5 clubs suggested membership was stable.
- 6 clubs reported recent membership increases.
- Some clubs are competing for the same market geographically. Long-term mergers or amalgamations may need to be considered.

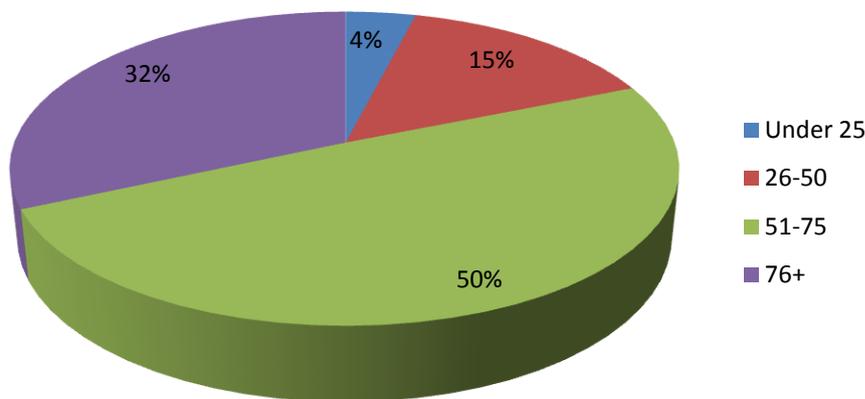


City of Ballarat club membership gender profile



- Consistent with State-wide trends, opportunities to increase participation, particularly by females, need to be explored.

City of Ballarat club membership age profile



- Participation remains dominated by members aged over 50 years (82%).
- Broader trends in the sport reflect an emergence of younger age participants. Opportunities to attract more young members should be explored.
- Almost one third of members (32%) are aged over 76 years which may compromise club and operational sustainability (i.e. declining capacity of volunteers to undertake required Club maintenance and management tasks).



Lawn Bowls Structure and Support

Bowls Victoria is the governing body for the sport of bowls in the State of Victoria. In addition to its specific responsibility for governing the sport and the development of the game at all levels, it also has a social objective to enhance existing bowling communities and to position bowls clubs and the sport in the wider community.

Bowls Victoria is responsible for elite bowling pathways and selects and manages the State representative sides. In addition to elite pathway development, Bowls Victoria jointly funds Regional Bowls Managers (in partnership with Bowls Australia) to directly assist individual clubs and regions in the following areas:

- Increasing participation and membership within the sport of bowls
- Providing support to clubs, including:
 - Member recruitment/retention.
 - Governance and business/strategic planning.
 - Funding and grant submissions.
 - Targeted programs for under-represented groups.
 - Information technology and volunteer strategies.
 - Implementing whole-of-sport programs delivered at club level.
 - Accurate recording of local membership and participation data.
 - Increasing the quantity and quality of coaches and officials.

For administrative reasons Victoria is divided into 16 Regions by Bowls Victoria, several of which are further split into smaller divisions. The Ballarat District Bowls Division is one of three Divisions within the Central Victoria Bowls Region.

The map on the following page identifies the existing regions and clubs.



Central Victoria Bowls Region



Map Source: Bowls Victoria website

The role of Ballarat District Bowls Division is primarily to support the administration and management of the sport locally, whilst assisting Bowls Victoria achieve its overarching strategic objectives. Ballarat District Bowls Division was established in 2011 following the merger of the former separate men's and women's associations.

Whilst Ballarat District Bowls Division are seen as the 'managers of the sport' locally, they are also active in promoting the sport, providing information to individual clubs, supporting athlete pathways and advocating to Bowls Victoria (and others as appropriate) to deliver club and sport development services within the region. Ballarat District Bowls Division also attracts and manages a number of events and tournaments within the local region.

Bowls Australia (BA) is the national sporting organisation responsible for the leadership, development and management of lawn bowls in Australia. BA is a not-for-profit organisation governed by a voluntary board.



BA's members are the nine state and territory bowls associations. There are over 1,900 clubs and over 602,000 participants nationwide. BA is affiliated with World Bowls and the Australian Commonwealth Games Association where it is a core sport in the Commonwealth Games held every four years.

BA's strategic objectives and priorities are outlined in the *2013-17 Bowls in Australia Strategic Plan*, the six strategic priority areas identified in the plan are:

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

Collectively Bowls Victoria and BA have considerable resources, skills and experience in supporting the sport, including funding a network of Regional Development Officers. However, in terms of supporting clubs within Ballarat region the challenge remains two-fold; firstly getting Bowls Victoria and Regional Development Officers to deliver services locally, and secondly, getting local clubs to take up the opportunities available to them.

Council's role in sport and recreation provision will vary depending on the issue/s being addressed. In general, Council's role will fall into one of the following four categories:

Plan:

- Facilitate planning, development and renewal of leisure facilities, services and opportunities to address identified (current and future) community needs.

Provide:

- Support the provision of leisure facilities, services and programs to meet the needs of the current and future community.

Partner:

- Work in partnership with government (i.e. State and Federal), Peak Sporting Bodies, clubs, community groups and other stakeholders as appropriate to ensure that leisure facilities, programs and services meet the needs of the current and future community.

Advocate and Inform:

- Advocate to other levels of government and relevant stakeholders regarding issues and opportunities that are likely to impact on sport, recreation and leisure facilities or services in the City.
- Provide information to the community regarding the range of leisure opportunities available to residents, including promotion of the health and wellbeing benefits of physical activity participation.



Specifically in relation to Lawn Bowls, Council's role over the next five years will focus on:

- Working with Ballarat District Bowls Division and individual clubs to support operational sustainability.
- Implementation of priority infrastructure works and projects outlined in this report.
- Supporting initiatives that help increase participation for residents.
- Working with peak bodies (i.e. Bowls Australia, Bowls Victoria and Ballarat District Bowls Division) to support the sport in the region.



Existing Clubs

The existing clubs within the Ballarat District Bowls Division Region are identified in the table below.

Ref	Ballarat District Bowls Division Clubs	Address	Number of Greens	
			Turf	Synthetic
1	Buninyong Bowls Club	Inglis St, Buninyong	2	0
2	Sebastopol Bowling Club	213-219 Albert St, Sebastopol	2	1
3	City Oval Bowling Club	1406 Sturt St, Ballarat	2	1
4	Ballarat Memorial Sports Bowling Club	89c Cuthberts Rd, Alfredton	2	0
5	Central Wendouree Bowling Club	1330 Gregory St, Lake Wendouree	2	1
6	Webbcona Bowls Club	906 Grevillea Rd, Wendouree	2	0
7	Midlands Golf/Bowls Club	Heinz Lane, Invermay Park	2	0
8	Invermay Bowling Club	Swinglers Rd, Invermay		1
9	Learmonth Bowling Club	2 McKay St, Learmonth	1	1
10	Ballarat North Bowling Club	402 Gregory St, Ballarat North	2	0
11	Ballarat Bowling Club	6 Havelock St, Ballarat	2	0
12	Ballarat East Bowling Club	300 Bradshaw St, Ballarat	2	0
13	Victoria Bowling Club	231 Victoria St, Ballarat	2	1
14	Mt Xavier Bowling Club	118 Fortune St, Ballarat	1	0
Clubs located outside City of Ballarat				
1	Creswick Bowling Club	Cnr. Victoria and Albert St, Creswick1		
2	Bungaree Bowling Club			
3	Linton and District Bowling Club	33 Adair St, Linton		
4	Avenue Bowling Club	Cnr Crook & Main St, Bacchus Marsh		
5	Ballan Bowling Club	7-9 Cowie St, Ballan		
6	Beaufort Golf/Bowling Club	Park Rd, Beaufort		
7	Daylesford Bowling Club	8-10 Camp St, Daylesford		
8	Smeaton Bowling Club	3514 Creswick – Newstead Rd, Smeaton		
9	Waubra Bowling Club	2091 Sunraysia Hwy, Waubra		
10	Clunes Bowling Club	28 Smeaton Rd, Clunes		

In total there are 30 lawn bowls greens distributed across the 14 clubs located within the City of Ballarat. Twenty of these are natural turf and ten are synthetic.

This represents a current ratio of 1 green for every 3,289 people in the City based on the 2013 estimated resident population of 98,684 people.

Based on a forecast population of 128,331 by 2031, this would represent a ratio 1 green for every 4,277 people even if no additional greens were established during this period.

By way of comparison, Growth Area municipalities including Hume, Whittlesea, Geelong, Cardinia and Casey Council's all use a ratio of 1 green for every 10,000 - 15,000 people as a guide to future facility provision in emerging residential areas.

The current high level of provision within the City of Ballarat supports consultation results which indicated limited evidence of demand for additional greens, rather there was a strong preference to focus on supporting the sustainability of existing clubs and facilities.



There are some areas of the City that are serviced by a number of clubs in relatively close proximity, e.g. Ballarat North area. In the longer term consideration may need to be given to possible club mergers and/or consolidation of facilities in order to maximise club sustainability and resource efficiencies. With the possible exception of Sebastopol which already has around 290 members, there is considerable scope within all other clubs to accommodate additional members that may be generated as a result of general population growth during the life of this plan (i.e. next five years).



Consultation Findings

Consultation and engagement activities have included a written survey distributed to all City of Ballarat Clubs, individual site visit and meeting with each club, meeting with Ballarat District Bowls Division representatives and a combined workshop with club and Ballarat District Bowls Division representatives in order to present preliminary findings and directions (i.e. *Issues and Opportunities* workshop).

All fourteen clubs within the City of Ballarat have either completed a written survey and/or participated in on-site interviews. The majority of clubs have participated in both activities. In addition, the *Issues and Opportunities* workshop was held on Monday 15th December, 2014. Invitation were sent to all City of Ballarat bowling clubs. Nine of the 14 clubs (i.e. 65%) within the City attended the session.

Clubs and groups represented included:

- Ballarat Memorial Sports Bowling Club.
- City Oval Bowling Club.
- Midlands Golf/Bowls Club.
- Ballarat Bowling Club.
- Webbcona Bowls Club.
- Victoria Bowls Club.
- Invermay Bowls Club.
- Mt Xavier Bowling Club.
- Ballarat North Bowling Club.
- Ballarat and District Bowls Division.

Clubs that did not attend were:

- Sebastopol Bowling Club.
- Central Wendouree Bowling Club.
- Learmonth Bowling Club.
- Ballarat East Bowling Club.
- Buninyong Bowls Club.

We have also engaged with Bowls Victoria and Bowls Australia via a meeting with their Regional Bowls Manager for the Western Victoria Region which incorporates the Ballarat District Bowls Division region.

The Club Profile sheets included in Appendix 1 provide a summary of key consultation findings for each individual club. The information below presents a collective summary of major themes to emerge from the consultation activities.

Stakeholders were asked to consider their infrastructure and club support priorities for consideration in the Lawn Bowls Facilities Framework.



Common infrastructure priorities included:

- Upgrade, refurbishment and maintenance of existing built facilities (i.e. renewal of ageing infrastructure), including improving accessibility.
- Synthetic surfaces, including:
 - Conversion of an existing turf green to synthetic.
 - Replacement of existing synthetic surfaces (i.e. renewal).
- Renewal of turf greens.
- New / improved green-side shade and shelter facilities.
- Improve car parking provision, including sealing and disabled parking.
- Establishment of indoor / under-cover green (e.g. requested by Sebastopol, Ballarat, Central Wendouree & Invermay).
- Two venues (Ballarat Memorial and Mt Xavier) indicated new club room facilities are required.

Common club support priorities included:

- Assist with increasing participation.
- Increase promotion and awareness of what is already available.
- Provide / facilitate training and support for volunteers, themes included:
 - Volunteer recruitment and retention.
 - Effective governance structures.
 - Volunteer succession planning.
 - Business planning.
 - Facility and venue planning (including asset condition assessments and renewal planning).
 - Fund raising and access to Government grants.
 - Green keeper training and support.

A number of other matters were raised, most notably:

- Establishment of consistent standards / guidelines for synthetic surfaces would be helpful for clubs, existing choices are primarily driven by price. Consider opportunities for collective purchasing.
- There is growing anecdotal evidence of demand for establishing winter competitions, however this will require access to suitable indoor facilities.
- There is a need to clarify roles, responsibilities and available support between:
 - City of Ballarat,
 - Ballarat District Bowls Division,
 - Bowls Victoria, and
 - Bowls Australia.



Guiding Principles

The *City of Ballarat Recreation Strategy, 2014*, outlines the overarching principles to guide Council decision-making in the area of sport and recreation. These principles ensure that any work being undertaken by Council is accessible for all, environmentally sustainable and meets the ongoing needs of residents.

The table below summaries the key principles and strategic response within the Lawn Bowls Facilities Framework.

City of Ballarat Recreation Strategy 2014		Lawn Bowls Facilities Framework 2015
Principle	Implication	Strategic response
<p>Environmental</p> <p>Several environmental issues are prominent and require specific attention when planning sport and recreation facilities and programs. The most prevalent is climate change, causing multiple weather and environmental problems.</p>	<p>These changes have implications for the design and location of facilities, as well as usage patterns.</p> <p>There will be an increase in indoor activities; outdoor facilities will need to be more responsive to climate variability and conscious of water use.</p>	<ul style="list-style-type: none"> Support for development of appropriate infrastructure, including green-side shade / shelter, synthetic surfaces, water harvesting and re-use infrastructure and establishment of at least one indoor bowls facility. All major refurbishments or new facilities encouraged to consider best practice environmental design.
<p>Link to Council Vision</p> <p>Creating opportunities for sport and recreation friendly environments is integral to achieving Council's vision.</p>	<p>Council will not achieve its vision without improving and developing the City's sports and recreation infrastructure and facilities.</p>	<ul style="list-style-type: none"> Supporting Bowls Clubs and facilities is consistent with Council objectives, most notably: <ul style="list-style-type: none"> Planning for Growth, Managing Our Assets, Encouraging Connected Communities, Promoting Healthy Lifestyles, and Promoting Accessibility and Inclusion.
<p>Co-location</p> <p>In order to maximise the capacity of sport and recreation resources in Ballarat, it is anticipated that future construction will require co-location from two or more community and sporting groups.</p>	<p>The inclusion of multiple users into a planned facility will create economies of scale and allow the different sports and different community groups to work together to manage facilities under agreed terms and conditions for facility use.</p>	<ul style="list-style-type: none"> Projects that provide for, or facilitate, use by a variety of user groups will be encouraged. Development of any new facilities will need to consider opportunities to maximise shared use.
<p>Universal design</p> <p>In order to increase access and participation in sport and recreation for people with a disability, the use of universal design principles is essential.</p>	<p>In order to increase disabled access and participation in sport and recreation in Ballarat, the use of universal design principles is essential. Universal design will allow for all sport and recreation facilities to be accessible for not only the disabled, but also for the aged, children and all adults regardless of abilities.</p>	<ul style="list-style-type: none"> There are a number of site specific projects identified by individual clubs aimed at improving physical accessibility, including ramps, amenities and support rails.
<p>Tourism and economy</p> <p>All sport and recreation facilities identified for delivery under the Recreation Plan will provide tourism opportunities to Council and the community.</p>	<p>Usage of sport and recreation facilities by residents and regional, national and international visitors will assist in supporting and growing the local economy.</p>	<ul style="list-style-type: none"> Improving facilities will help individual Clubs and the Association to continue to stage events and host tournaments. Future development of an indoor green will help increase capacity further.
<p>Health and wellbeing</p> <p>Any sport and recreation facility planned to be built or improved by Council must be able to directly contribute towards the health and wellbeing of residents</p>	<p>Health and wellbeing outcomes are influenced by the accessibility and use of the City's sport and recreation infrastructure and facilities</p>	<ul style="list-style-type: none"> The Lawn Bowls Facilities Framework contains a mix of strategic and infrastructure improvement initiatives that will support participation opportunities and health and wellbeing outcomes.



City of Ballarat Recreation Strategy 2014		Lawn Bowls Facilities Framework 2015
Principle	Implication	Strategic response
<p>Participation Improving City-wide participation is a fundamental aim of this strategy and of Council's vision.</p>	<p>An important overarching principle of all of these projects is that they are designed to increase participation of all people, regardless of sex, age and physical capabilities and, thereby, the physical and mental health and wellbeing of the community.</p>	<ul style="list-style-type: none"> Maximising participation opportunities is a key aim of this strategy, this will be achieved by supporting the operational sustainability of clubs, improving facilities and strategic partnerships (e.g. Bowls Aust. and Bowls Vic).
<p>Family friendly All facilities constructed or planned by Council are required to be family friendly.</p>	<p>The provision of larger change rooms, child changing areas and children's play spaces will be primary considerations for any Council sport and recreation works. Utilising a family friendly approach to facilities will also facilitate greater participation in sport and recreation activities by the female population of Ballarat, a key focus of this Strategy.</p>	<ul style="list-style-type: none"> Support and encourage initiatives that encourage participation by a wide range of age groups, including families.
<p>Precincts Ballarat sport and recreation facilities are categorised into precincts.</p>	<p>Replicating the open space hierarchy as described in Council's Open Space Strategy, each park, open space and sporting area will be categorised as either local, neighbourhood, district, regional, state and National / International.</p>	<ul style="list-style-type: none"> Consistent with the Open Space Strategy, all reserves containing bowls facilities have been categorised as either local, neighbourhood, district or regional as part of a precinct approach to management.
<p>Partnerships and collaboration Further development of partnerships in sports and recreation with relevant agencies and community groups will be critical to achieving the vision.</p>	<p>Council will foster partnerships with relevant government agencies and community groups to help facilitate infrastructure provision and sport and recreation participation opportunities.</p>	<ul style="list-style-type: none"> Council will play a key role in advocating for improvements to Lawn Bowls assets, infrastructure and programs. The strategy highlights opportunities to strengthen partnerships within the region, including Association (Ballarat District Bowls Division, BV and BA) and individual Club level to enhance facility and participation outcomes.
<p>Resourcing and needs to determine prioritisation Priorities and staged implementation of improvement initiatives will reflect community needs and the City's resource capacity.</p>	<p>Council resource allocation will be guided by the prioritised implementation plan. Recommendations reflect community needs as identified in previous consultation activities.</p>	<ul style="list-style-type: none"> Resource allocation will be subject to Council's annual budget deliberation process. Opportunities to attract external grants and funding will be explored where appropriate. This strategy prioritises key recommendations.



Recommendations

The following section presents a summary of key issues and recommendations grouped under four themes which reflect Council's priority focus areas and align with Bowls Australia and Bowls Victoria strategic objectives, specifically:

- Club and Sport Support,
- Participation,
- Partnerships, and
- Assets and Infrastructure.

Club and Sport Support

Discussion:

Consultation results confirmed that there are a number of common themes to emerge in relation to club support priorities, these include:

- Volunteer recruitment and retention.
- Effective governance structures.
- Volunteer succession planning.
- Business planning.
- Facility and venue planning (including asset condition assessments and renewal planning).
- Fund raising and access to Government grants.
- Green keeper training and support.

There are a number of existing resources, programs and assistance available that can address many of the topics raised, including via the Bowls Victoria website and Regional Development Officer position. Training sessions and workshops have previously been held in the region, however uptake by local bowls clubs has been low. Strategies have been identified to improve uptake of existing opportunities including working with existing stakeholders to assess individual club needs and preparedness to participate in training programs (i.e. Club Health checks).

This points to two issues, firstly communication and awareness of opportunities available and secondly, the capacity of clubs to take up opportunities. Often clubs that need help are constrained by a lack of volunteers that are prepared to take an active role in management of the club and/or to initiate change.

Council can play a role in communication and promotion of the sport as well as promotion of specific training and resource opportunities. Opportunities to incentivise participation at training programs could also be explored (e.g. link eligibility for Council funding to participation in relevant club training programs, and/or write into Club leases).

The Ballarat District Bowls Division and peak bodies will be urged to continue to provide individualised club support on a case by case basis as required.



Other common issues that Council can play a role in assisting with include promoting the sport and raising awareness of existing clubs or facilities, volunteer recognition and asset maintenance and renewal planning.

Recommendations:

1. Work with the Ballarat District Bowls Division to identify opportunities to assist communication initiatives and promotion of the sport through existing Council media and communications platforms (internal and external).
2. Encourage Ballarat District Bowls Division and Bowls Victoria (via Regional Manager / Development Officers) to conduct Club Health Checks for all clubs in the region, review outcomes and identify critical club support needs (including demand for one-on-one support).
3. Explore opportunities to incentivise participation in relevant club development and training programs (e.g. link eligibility for Council funding to participation in relevant club training programs, and/or write into Club leases).
4. Review Council's volunteer recognition programs and initiatives in order to ensure adequate opportunities to support community sporting club volunteers.

Participation

Discussion:

The Bowls Victoria Strategic Plan recognises that member participation rates have declined by around 4.5% over the last five years. During this time informal and social participation has continued to grow, although this is harder to quantify. The Plan outlines a number of strategic actions to retain and grow participation in all markets.

More locally, the majority of clubs have indicated their membership base is either stable (36%) or increasing (43%), however around one fifth (21%) are reportedly declining. Aside from retaining existing participation rates, a key challenge in the Ballarat District Bowls Division region appears to be attracting a broader mix of age ranges, particularly younger participants and females (all ages).

Bowls Australia and Bowls Victoria have a number of programs, case studies and support available to assist clubs to increase participation, including modified versions of the sport (e.g. Jack Attack). Only one club in the region (i.e. Ballarat B.C.) has taken up a license¹ to run Jack Attack and yet this is a program aimed at increasing participation and has the potential to offer significant benefits for participant clubs.

¹ Issued by Bowls Australia. Nominal licence fee of \$450 p.a.



Recommendations:

5. Support Ballarat District Bowls Division in encouraging Bowls Victoria to implement participation improvement initiatives in the region, including but not limited to:
 - Introduction of modified game formats (e.g. Jack Attack).
 - Implementation of VicHealth programs to increase participation in Bowls by juniors and females.
 - Establish a *Regional Bowls Hub* within the Ballarat District Bowls Division region in order to provide equitable access to facilities, programs, coaching and events.
 - Promote the sharing of information between Clubs (e.g. Lighthouse Program).
 - Provide and promote clear pathways for bowlers, coaches and officials to participate from introductory programs through to high performance.
6. Support the establishment of an under-cover synthetic bowls green as part of the Eastern Oval Master Plan implementation in order to support year round participation. *(NB: It is recommended that any new indoor facility should include a full sized green with a minimum of 12 rinks in order to allow staging of regional events and winter competitions. This may require a review of the Eastern Oval Master Plan in order to allow sufficient room for a full sized under-cover green if it is to be considered a regional facility).*

Partnerships

Discussion:

The sport of lawn bowls in Australia has a well-defined governance structure. The Ballarat District Bowls Division is one of three divisions within the Central Victoria Bowls Region, which is one of 16 Bowls Victoria regions across the State. Bowls Victoria in turn is guided by Bowls Australia (BA) which is the national sporting organisation responsible for the leadership, development and management of lawn bowls in Australia.

Club development and management support is available at each level within the governance structure, in particular the *Bowls Victoria Strategic Plan* demonstrates a strong commitment to actively support the regions, divisions and individual clubs, as well as promoting broad participation in the sport.

Maintaining relationships across all levels of the structure will be critical to ensuring effective partnerships and service delivery. Ballarat District Bowls Division and the Regional Bowls Manager can act as a conduit for individual clubs to help access appropriate support. Council's role in this area is therefore limited, however Council can play a role in supporting partnerships within the region that offer mutual benefit.

One possible example includes facilitating bulk purchasing arrangements for common equipment or materials, e.g. synthetic surfaces. Council's experience with similar arrangements for synthetic cricket wickets provides an effective case study.



Recommendations:

7. Continue to work in partnership with Ballarat District Bowls Division to advocate and support the delivery of Bowls Victoria programs and strategic initiatives within the region.
8. Council, Ballarat District Bowls Division and Bowls Victoria to work in partnership to explore opportunities to establish bulk purchasing / supplier contracts for selected equipment or materials, e.g. synthetic bowls surfaces (BV could potentially consider this a model for other regions across the State).

Assets and Infrastructure

Discussion:

Consultation results and site visits have confirmed that all clubs are facing challenges in some form or another in relation to maintaining or renewing existing assets and infrastructure.

Common infrastructure priorities nominated by clubs included:

- Upgrade, refurbishment and maintenance of existing built facilities (i.e. renewal of ageing infrastructure), including improving accessibility.
- Synthetic surfaces, including:
 - Conversion of an existing turf green to synthetic.
 - Replacement of existing synthetic surfaces (i.e. renewal).
- Renewal of turf greens.
- New / improved green-side shade and shelter facilities.
- Improve car parking provision, including sealing and disabled parking.
- Establishment of indoor / under-cover green (e.g. requested by Sebastopol, Ballarat, Central Wendouree & Invermay).
- Two venues (Ballarat Memorial and Mt Xavier) indicated new club room facilities are required.

Lawn Bowls clubs have traditionally been self-sustaining, requiring minimal help or intervention from the City. Council has limited resources, however it is keen to support the operational sustainability of clubs in order to continue to offer participation opportunities for residents.

The City does not have the capacity to complete all projects nominated by clubs, therefore leveraging funding and co-contributions will be required. Determining the relative priority of one project versus another is also somewhat subjective. In order to guide prioritisation, the following criteria (in order of importance) have been considered.

1. Likely impact of the project on participation.
2. Club operational and financial sustainability.
3. Existing asset condition.
4. Leveraging funds & co-contributions.
5. Club record of self-sufficiency.



6. Capital cost (High, Medium, Low).
7. Equitable distribution of funds across the City.
8. Proximity to emerging population growth.
9. Capacity for shared use / mixed use.

Recommendations:

9. Council to work with individual clubs to establish Asset Maintenance / Management Plans for core infrastructure and facilities in order to guide asset renewal priorities, resource implications and responsibilities.
10. Implement a program of facility improvements and support initiatives in line with the attached spreadsheet which prioritises club requests within an overall implementation framework.

Ref #	Club	Project	Indicative Project Cost	Proposed Funding Partners	Implementation Prioritisation Financial Year						Comment
					15/16	16/17	17/18	18/19	19/20	2020+	
1	Ballarat Bowling Club	Establishment of a synthetic green utilising the former croquet site.	\$250,000	Council	✓						The synthetic green may be covered by a roof at a later stage consistent with Eastern Oval Master Plan (i.e. Club responsibility).
2	Invermay Bowling Club	New outdoor seating around greens.	\$20,000	Club & Council	✓						Improve amenity.
3	Ballarat East Bowling Club	Accessible hand-rails to help access to green surfaces.	\$10,000	Council	✓						Address safety and access issues.
4	Victoria Bowling Club	Shade shelter for new turf green	\$20,000	Club & Council	✓						Club has been very proactive in facility investment. Support ongoing initiatives.
5	Victoria Bowling Club	External painting of club rooms	\$25,000	Club & Council	✓						Improve sun safety and amenity.
6	Invermay Bowling Club	Minor concrete paths repairs required.	\$5,000	Council	✓						Address potential safety issues i.e. trip hazards.
7	Central Wendouree Bowling Club	Security lighting (off street poles).	\$5,000	Club	✓						Help improve security and safety.
8	City Oval Bowling Club	Convert existing synthetic green back to turf.	\$250,000	Council	✓						The project is required in order to address safety, subsidence and ground profile which has caused the existing synthetic surface to fail.
9	Ballarat North Bowling Club	Tree root barriers along Armstrong Street North adjacent to the greens.	\$3,500	Council		✓					Install tree root barriers in order to prevent possible damage to the greens.
10	Central Wendouree Bowling Club	Installation of new doors from social room to greens.	\$10,000	Club & Council		✓					Improve accessibility.
11	Mt Xavier Golf and Bowls Club	Improve shading and shelters on the green.	\$20,000	Club & Council		✓					Improve sun safety and amenity.
12	City Oval Bowling Club	Lighting over greens	\$50,000	Club & Council		✓					To increase hours of operation into the night
13	Ballarat Memorial Sports Bowling Club	Accessibility toilets facilities closer to greens	\$20,000	Club & Council		✓					Indicative cost allowance pending detailed designs. Club to self fund any requirement beyond Council contribution.
14	Mt Xavier Golf and Bowls Club	Disabled toilets and access	\$20,000	Club & Council		✓					Too allow better access for the elderly and disabled participants and improve accessibility.
15	Webbcona Bowls Club	Renovate greens.	\$60,000	Club & Council		✓					Club to confirm scope of works and matching funding.
16	Ballarat East Bowling Club	Solar power (reduce ongoing energy costs).	\$20,000	Club & Council		✓					Club to confirm capacity to provide matching funding.
17	Webbcona Bowls Club	Improve disabled access.	\$15,000	Council		✓					Scope of works confined to ramps and rails, not major building changes.
18	Mt Xavier Golf and Bowls Club	Establish a Master Plan to guide future development.	\$30,000	Club & Council			✓				Resolve land management issues and future of the golf course. Determine preferred site and scope of future facilities. Subsequent capital costs are to be determined.
19	Central Wendouree Bowling Club	Establish a toilet facility closer to the synthetic green.	\$20,000	Club & Council			✓				Indicative cost allowance pending detailed designs. Club to self fund any requirement beyond Council contribution.
20	Midlands Golf / Bowls Club	New shelters around the greens (x9)	\$40,000	Club & Council			✓				Club is located on Private land and receives gaming revenue. Indicative cost based on club information. Partial contribution only by Council.
21	Buninyong Bowling Club	Additional shading.	\$20,000	Club & Council			✓				Improve sun safety and amenity.
22	Invermay Bowling Club	Improve shade facilities.	\$20,000	Club & Council			✓				Improve sun safety and amenity.
23	Ballarat North Bowling Club	Lights on at least one green.	\$30,000	Club & Council			✓				Pending confirmation of long-term commitment of the club to remain at this site.
24	City Oval Bowling Club	Additional shade.	\$20,000	Club & Council			✓				Improve sun safety and amenity.
25	Learmonth Bowling Club	Developed a Concept Plan for redevelopment of the club rooms, including options for increased community use (e.g. function room and social spaces).	\$25,000	Club & Council				✓			Allowance for initial facility concept planning only, subsequent redevelopment costs to be determined.
26	Victoria Bowling Club	Upgrade / refurbish club rooms.	\$350,000	Club Council & State Govt (SRV).				✓			Partial contribution to support clubs ongoing initiatives to improve facilities.
27	Webbcona Bowls Club	Replace the function room floor.	\$50,000	Club & Council				✓			Existing flooring is at, or near, end of asset life.
28	Ballarat East Bowling Club	Renovation of turf greens.	\$30,000	Club & Council				✓			Support periodic renewal of turf surfaces.
29	Midlands Golf / Bowls Club	Clubroom Refurbishment	\$750,000	Club, Council & State Govt (SRV)				✓			
30	Central Wendouree Bowling Club	Upgrade to the BBQ / outdoor social area.	\$20,000	Club & Council					✓		Improve club amenity and opportunity for social gathering.
31	Victoria Bowling Club	Replace the synthetic surface.	\$320,000	Club & Council					✓		Existing surface will be an end of asset life.
32	Midlands Golf / Bowls Club	Major renewal of lower turf green.	\$100,000	Club & Council					✓		Club is located on Private land and receives gaming revenue. Partial contribution to support playing surface improvements.
33	Buninyong Bowling Club	Additional rink on lower green (extension of existing).	\$50,000	Club & Council					✓		Increase capacity of existing surface.
34	Mt Xavier Golf and Bowls Club	Development of new Clubrooms and green.	\$1,500,000	Club Council & State Govt (SRV).						✓	Indicative allowance only, pending Master Plan results and recommendations.
35	City Oval Bowling Club	Club room refurbishment and asset renewal	\$500,000	Club Council & State Govt (SRV, Heritage).						✓	Indicative allowance only pending detailed condition audit and Asset Management Plan. Consider options for construction staging.
36	Ballarat Memorial Sports Bowling Club	Establish a club house to service the Bowling Club (shared use with the Alfredton Sports & Community Club).	\$750,000	Club Council (Developer Contributions) State Govt (SRV).						✓	Indicative allowance, subject to confirmation of concept designs.

Ref #	Club	Project	Indicative Project Cost	Proposed Funding Partners	Implementation Prioritisation Financial Year						Comment
					15/16	16/17	17/18	18/19	19/20	2020+	
37	Ballarat East Bowling Club	Convert top green to synthetic.	\$200,000	Club Council & State Govt (SRV).						✓	The club requires one-on-one support to increase membership, participation and club sustainability. Development of a synthetic surface may help reduce maintenance burden on existing volunteers.
38	Midlands Golf / Bowls Club	New storage and meeting space.	\$260,000	Club & Council						✓	Club is located on Private land and receives gaming revenue. Partial contribution by Council only.
39	Buninyong Bowling Club	Convert upper green to synthetic.	\$220,000	Club & Council						✓	Longer term ongoing investment in facility improvements.
40	Ballarat North Bowling Club	Modernise facilities / major refurbishment, including disabled toilets.	\$500,000	Club Council & State Govt (SRV).						✓	Pending confirmation of long-term commitment of the club to remain at this site. Club is located on private land.
41	Webbcona Bowls Club	Refurbish club rooms, including improved viewing of greens.	\$200,000	Club & Council						✓	Aspirational project, not specifically required to support participation.
42	Midlands Golf / Bowls Club	Miscellaneous repairs and improvements (e.g. irrigation, hose reels, ditch repairs, painting, seating and concreting).	\$60,000	Club & Council						✓	Club is located on Private land and receives gaming revenue. Partial contribution by Council only.
43	Invermay Bowling Club	Roof over green.	\$200,000	Club & Council						✓	Not considered a high priority, partial contribution by Council to support club initiatives.
44	Ballarat East Bowling Club	Seal access road and car park area.	\$80,000	Club Council & State Govt (DEPI).						✓	Seek State Government support as the area is not Council land.
45	Sebastopol Bowling Club	Lighting on greens.	\$50,000	Club & Council						✓	Club is located on Private land and receives gaming revenue. Partial contribution only to support increased participation opportunities.
46	Central Wendouree Bowling Club	Roof over synthetic green.	\$275,000	Club & Council						✓	Not considered a high priority, partial contribution by Council to support club initiatives.
47	Victoria Bowling Club	Car park and access road re-sealing.	\$100,000	Council						✓	Support asset renewal / maintenance of public access road and car park.
48	City Oval Bowling Club	Car parking and service road improvements (asphalt sealing).	\$100,000	Council						✓	Support asset renewal / maintenance of public access road and car park.
49	Ballarat Bowling Club	Indoor green	\$275,000	Club & Council						✓	Not considered a high priority, partial contribution by Council to support club initiatives.
50	Ballarat Memorial Sports Bowling Club	Replacement of synthetic surfaces	\$175,000	Club & Council						✓	Existing surface will be an end of asset life.
51	Sebastopol Bowling Club	Increase signage exposure to passing traffic.	\$25,000	Club & Council						✓	Signage considered a club responsibility. Signage to be in line with relevant Council policies and guidelines.



Conclusion

The City of Ballarat recognises the valuable contribution that sport and recreation make to community health and wellbeing. The *Lawn Bowls Facilities Framework* has been developed to help guide Council resource allocation and support priorities for individual clubs and the sport of Lawn Bowls over the next five years.

Lawn Bowls clubs offer a range of physical, mental, social, economic and health benefits for individual participants and the broader community. Like most other local government authorities, the City of Ballarat has traditionally had limited involvement in supporting Lawn Bowls clubs or facilities.

Development of this plan and implementation of the subsequent recommendations highlights Council's ongoing commitment to supporting the health and wellbeing of the community through the provision of a sustainable, vibrant and diverse network of community sporting clubs, groups and organisations.



Appendices

- Individual Club Summary sheets in alphabetical order.

Club Name:	Ballarat Bowling Club
Address:	6 Havelock St, Ballarat
Land status (public/private):	Public
Total membership / participation (2014):	80
Gender:	84% male, 16% female
Age profile:	N/A
Membership trends over last 3 years:	Minor growth, stable.
Existing core facilities:	
Greens:	2 x turf.
Buildings:	Club room, multiple function / social rooms, kitchen, accessible toilet.
Other:	Bingo function room. Club celebrating 150 years in December 2014. Former Croquet club room and green between two bowls greens.
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:	1. Establishment of an indoor bowling green and club room utilising the former croquet green and building.
Club reported issues / constraints:	Establishing indoor green may require a single tree to be removed. Project costs estimated at approximately \$800,000.
Other comments:	<ul style="list-style-type: none"> Club would hand-over their existing second green for Cricket Practice facility if the indoor green can be established. Strong support from Ballarat District Bowls Division, Bowls Victoria and other stakeholders for the indoor facility. Consistent with proposed Eastern Oval Master Plan.



Club Name:	Ballarat East Bowling Club
Address:	300 Bradshaw St, Ballarat
Land status (public/private):	Public (lease with DEPI)
Total membership / participation (2014):	80 (plus 60 social members)
Gender:	81% male, 19% female
Age profile:	0-25 years = 6% 26-50 years = 50% 51-75 years = 25% 76+ years = 19%
Membership trends over last 3 years:	Stable
Existing core facilities:	
Greens:	2 x turf
Buildings:	Club room, function / social rooms, kitchen, accessible toilet.
Other:	
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. Accessible hand-rails to help access to green surfaces. 2. Solar power (reduce ongoing energy costs). 3. Convert top green to synthetic. 4. Seal access road and car park area. 5. Renovation of turf greens.
Club reported issues / constraints:	Urgently need hand rails to help elderly access the greens.
Other comments:	<ul style="list-style-type: none"> • The club is 110 years old. • Currently have a 25 year lease with DEPI for the land, approximately 15 years to run. The lease area covers an extensive area of land that the club does not use. Options to reduce the lease area may help reduce costs for the club. • The access road and car park area is DEPI land, therefore it has been difficult to attract Council support. • Club has no relationship with Council at all, not even to collect rubbish. • The club is no longer able to field women's teams and only has two junior members. • Club committee needs support and training. • Need support to increase membership.



Club Name:	Ballarat Memorial Sports Bowling Club
Address:	89c Cuthberts Rd, Alfredton
Land status (public/private):	Public
Total membership / participation (2014):	146
Gender:	N/A
Age profile:	Members aged 12 to 85 years.
Membership trends over last 3 years:	Continued strong growth (close to growth suburbs).
Existing core facilities:	
Greens:	2 x synthetic (approx. 7 years old)
Buildings:	Function room, kitchen.
Other:	No accessible toilet (close to greens)
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:	1. Establish a club house to service the Bowling Club (shared use with the Alfredton Sports & Community Club).
Club reported issues / constraints:	Access to suitable toilet facility closer to greens. Lack of club storage and memorabilia display. Lack of social space or viewing area overlooking the greens.
Other comments:	<ul style="list-style-type: none"> • Redevelop club house facilities as part of overall site master plan. • Existing facilities are a considerable distance from the greens (issue with toilet access). • Cricket nets provide a visual obstruction to the greens and add to limited appeal with extent of chain mesh fencing.



Club Name:	Ballarat North Bowling Club
Address:	402 Gregory Street, Ballarat North
Land status (public/private):	Private.
Total membership / participation (2014):	78
Gender:	87% male, 13% female.
Age profile:	Average age approx. 79/80 years old.
Membership trends over last 3 years:	Declining, 30% over last 5 years. Female membership declined by 50%.
Existing core facilities:	
Greens:	2 x synthetic
Buildings:	Club room, function room, kitchen.
Other:	Non compliant disabled toilet.
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:*	<ol style="list-style-type: none"> 1. Disabled access and toilets. 2. Modernise facilities / major refurbishment. 3. Lights on at least one green. 4. Tree root barriers along Armstrong Street North adjacent to the greens.
Club reported issues / constraints:	Limited disabled access and facilities.
Other comments:	<ul style="list-style-type: none"> • * The club has had preliminary discussions with North Sports (showgrounds) for possible relocation with new facilities. • There are a number of bowls clubs servicing the north. • Club membership trends and age profile is unsustainable. • Limited volunteer support and commitment (related to age profile). • Heat stress is a major issue on synthetic surfaces, particularly for elderly. • Council assistance in promoting the sport and increasing membership is needed. • The current situation is critical in terms of declining membership, age profile and lack of volunteer administration and management support.



Club Name:	Buninyong Bowling Club
Address:	Inglis St, Buninyong
Land status (public/private):	Public
Total membership / participation (2014):	103
Gender:	74% male, 26% female.
Age profile:	All aged over 76 years.
Membership trends:	Growing - increased from 85 to 103 members. Increasing number of mixed teams. Female participation expected to grow.
Existing core facilities:	
Greens:	2 x turf
Buildings:	Club room, function room, kitchen
Other:	Accessible toilet.
Facilities available for community use/hire:	Yes.
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. Additional rink on lower green (extension of existing). 2. Convert upper green to synthetic. 3. Additional shading.
Club reported issues / constraints:	Additional car parking may be needed.
Other comments:	<ul style="list-style-type: none"> • Provide a co-ordinated approach to advising clubs of funding opportunities and assistance. • New club rooms recently established. • Adjacent to Primary School and Botanic Gardens.



Club Name:	Central Wendouree Bowling Club
Address:	1330 Gregory St, Lake Wendouree
Land status (public/private):	Private
Total membership / participation (2014):	208
Gender:	65% male, 35% female.
Age profile:	Ranges from 16-90 years.
Membership trends over last 3 years:	Stable
Existing core facilities:	
Greens:	2 x turf, 1 x synthetic
Buildings:	Club room, large function room, accessible toilet, commercial kitchen.
Other:	Bar and function areas can be divided.
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. Toilet facility closer to the synthetic green. 2. Security lighting (off street poles). 3. Installation of new doors from social room to greens. 4. Upgrade to the BBQ / outdoor social area. 5. Roof over synthetic green.
Club reported issues / constraints:	Relocate and expand BBQ facilities, including additional seating and shade. Additional storage space/room.
Other comments:	<ul style="list-style-type: none"> • A 10-year Capital Works Program has been developed by the club to guide infrastructure priorities. • The club regularly hosts state and regional representative teams / events. The club also has a large social / bare foot bowls program and encourages access for all, including blind and disabled bowlers. • Need to provide better options for disabled parking.



Club Name:	City Oval Bowling Club
Address:	1406 Sturt St, Ballarat
Land status (public/private):	Public
Total membership / participation (2014):	236 social, 122 active.
Gender:	72% male, 18% female.
Age profile:	<ul style="list-style-type: none"> • 6% under 25 years. • 8% 26-50 years. • 58% 51-75 years. • 28% over 76 years.
Membership trends:	Membership and casual use has increased by around 10% over last 3 years. Recently established a Junior Bowls Program. Expect to maintain modest growth.
Existing core facilities:	
Greens:	2 x turf, 1 x synthetic.
Buildings:	Club room & function room (require refurbishment). New kitchen.
Other:	No accessible toilet.
Facilities available for community use/hire:	Yes.
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. Club room refurbishment and asset renewal (comprehensive condition audit required). 2. Upgrade toilet facilities, including disabled access provision. 3. Turf surface renewal (both greens). 4. External and internal painting of club rooms. 5. Upgrade computer systems and telephone connection. 6. Car parking and service road improvements (asphalt sealing). 7. Create office for games/event administration. 8. Additional shade.
Club reported issues / constraints:	Poor toilet facilities and lack of disabled access.
Other comments:	<ul style="list-style-type: none"> • One of the oldest clubs in Ballarat. Ideally located within high-use / high profile precinct (City Oval Complex). • Former Ladies club house now used by Ballarat Football Umpires as their home base. • Facilities are well used by near-by schools.



Club Name:	Invermay Bowling Club
Address:	Swinglers Rd, Invermay
Land status (public/private):	Public
Total membership / participation (2014):	55
Gender:	62% male, 38% female
Age profile:	0-25 years = 5% 26-50 years = 16% 51-75 years = 55% 76+ years = 24%
Membership trends over last 3 years:	Increasing, including successful twilight social bowls.
Existing core facilities:	
Greens:	1 x synthetic
Buildings:	Club room, function room, accessible toilet, kitchen.
Other:	Shared use community facility.
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. New outdoor seating around greens. 2. Minor concrete paths repairs required. 3. Improve shade facilities. 4. Roof over green.
Club reported issues / constraints:	Require Council assistance with external building maintenance (i.e. include on Council asset register and asset management plans).
Other comments:	Very happy, self sufficient community group.



Club Name:	Learmonth Bowling Club
Address:	2 McKay St, Learmonth
Land status (public/private):	TBC
Total membership / participation (2014):	86
Gender:	77% male, 33% female.
Age profile:	0-25 years = 6% 26-50 years = 12% 51-75 years = 65% 76+ years = 17%
Membership trends over last 3 years:	Stable
Existing core facilities:	
Greens:	1 x turf, 1 x synthetic
Buildings:	Club room, function room, accessible toilet, kitchen.
Other:	
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:	1. Redevelopment of the club rooms, including options for increased community use (e.g. function room and social spaces).
Club reported issues / constraints:	The layout and functionality of the existing club rooms does not suit the contemporary needs of the club.
Other comments:	<ul style="list-style-type: none"> Community orientated club. Serves an important social function in the community. Strong historic connection to the community, established in 1873. Opportunities for other Council or community services to be offered from the club, e.g. Library Outreach, Historical Society etc.



Club Name:	Midlands Golf / Bowls Club
Address:	Heinz Lane, Invermay Park
Land status (public/private):	Private
Total membership / participation (2014):	145
Gender:	65% male, 35% female.
Age profile:	N/A
Membership trends over last 3 years:	Increasing in both males and females, including younger bowlers (16-21 years).
Existing core facilities:	
Greens:	2 x turf
Buildings:	Large gaming venue, club rooms, social areas, bar, commercial kitchen etc.
Other:	Golf course.
Facilities available for community use/hire:	Yes, not kitchen.
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. New storage / meeting area joining the existing office. 2. New green-side shelter x 9. 3. Replace fencing. 4. Irrigation repairs – top green. 5. Ditch repairs. 6. Painting the building surrounding the greens. 7. Painting walkways with non-slip paint. 8. Replace wooden seating. 9. New hose reels. 10. Replace / renew lower turf green. 11. Miscellaneous concreting.
Club reported issues / constraints:	Limited administration / office space, particularly on Pennant days. Would ideally like a separate bowls club house.
Other comments:	Two clubs (golf and bowls) sharing general revenue. Issues in reaching agreement on spending priorities between the two clubs.



Club Name:	Mt Xavier Golf and Bowls Club
Address:	118 Fortune St, Ballarat
Land status (public/private):	Mix of Private and Vic Roads
Total membership / participation (2014):	79
Gender:	77% male, 13% female.
Age profile:	26-50 years = 9% 51-75 years =86% 76+ years = 4%
Membership trends over last 3 years:	Declining.
Existing core facilities:	
Greens:	1 x turf
Buildings:	Club house and social area (old, very poor condition).
Other:	Possibly the worst standard of facility of all Bowls Clubs in the City.
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. Establish a Master Plan to guide future development. 2. Resolve land ownership issues (improve security of tenure). 3. Improve disabled access and safety. 4. Improve shading and shelters on the green.
Club reported issues / constraints:	<p>Poor accessibility (club house and access to green)</p> <p>Age of facilities.</p> <p>Land ownership issues.</p> <p>Unsealed car park.</p> <p>Poor condition of existing facilities.</p>
Other comments:	<ul style="list-style-type: none"> • Bowls club started in 1961 in 'temporary / transportable buildings' which remain on site. • Consideration may need to be given to relocation of the club house and green to another area within the precinct to resolve land ownership/tenure and allow improved accessibility. Consider in the context of the future of the golf club and ongoing shared use of facilities. Overall site Master Plan required.



Club Name:	Sebastopol Bowling Club
Address:	213-219 Albert St, Sebastopol
Land status (public/private):	Private
Total membership / participation (2014):	290 members (including social); 210 active members
Gender:	81% male, 19% female.
Age profile:	<ul style="list-style-type: none"> • 6% under 25 years. • 10% 26-50 years. • 61% 51-75 years. • 33% over 76 years.
Membership trends:	Expected to remain stable.
Existing core facilities:	
Greens:	2 x turf, 1 x synthetic
Buildings:	Club room, function rooms (x3), kitchen
Other:	Accessible toilet.
Facilities available for community use/hire:	Yes.
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. Roof and lights over synthetic green. 2. Club kitchen upgrade. 3. Increase exposure (i.e. signage) to passing traffic. 4. Creating a more child and family friendly environment. 5. Lighting on greens.
Club reported issues / constraints:	Additional car parking.
Other comments:	<ul style="list-style-type: none"> • Large gaming venue. • Ability for more control over advertising/signage adjacent to the main road to increase exposure. • Club has limited borrowing capacity, Council assistance as guarantor would allow club to self fund roof over synthetic green. • Access to crèche / child care would help increase mid-week participation (i.e. Morning mothers comp).



Club Name:	Victoria Bowling Club
Address:	231 Victoria St, Ballarat
Land status (public/private):	Private
Total membership / participation (2014):	180
Gender:	73% male, 27% female.
Age profile:	Majority 50+ years.
Membership trends over last 3 years:	Approx. 25 new members in last 12 months.
Existing core facilities:	
Greens:	2 x turf, 1 x synthetic.
Buildings:	Club room, function / social rooms, kitchen, accessible toilet.
Other:	Large modern shedding.
Facilities available for community use/hire:	Yes
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. External painting of the club rooms. 2. Shade shelter for new turf green. 3. Upgrade / refurbish club rooms. 4. Replace the synthetic surface. 5. Car park re-sealing.
Club reported issues / constraints:	Upgrade facilities and car parking. Completion of Club's 10-year plan.
Other comments:	<ul style="list-style-type: none"> • The club has self funded investment of over \$500k in facilities over the last 5 years. • Help to attract new members, particularly females and juniors.



Club Name:	Webbcona Bowls Club
Address:	906 Grevillea Rd, Wendouree
Land status (public/private):	Private
Total membership / participation (2014):	Approx. 150
Gender:	80% male, 20% female
Age profile:	N/A
Membership trends over last 3 years:	Declining - reduced by approximately 50 members in the last two years.
Existing core facilities:	
Greens:	2 x turf.
Buildings:	Club room, very large function room, accessible toilet, kitchen.
Other:	
Facilities available for community use/hire:	Yes.
Club reported infrastructure priorities:	<ol style="list-style-type: none"> 1. Renovate greens. 2. Refurbish club rooms, including improved viewing of greens. 3. Improve disabled access. 4. Replace the function room floor.
Club reported issues / constraints:	<p>Limited disabled access.</p> <p>Limited viewing of greens from club rooms.</p> <p>Limited office space.</p>
Other comments:	<ul style="list-style-type: none"> • Would like Council assistance in attracting new members and increase community awareness of the facilities available.

