

Appendix 4

Chadstone Bowls Club
Strategic Options Assessment

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Chadstone Bowls Club – Strategic Options Assessment

Final Report – October 2017

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1 Introduction

The City of Stonnington is investigating the development of an indoor stadium to accommodate netball and basketball. An extensive assessment of numerous sites was undertaken and Council endorsed the development of a feasibility study into the construction, management and operation of a four court facility on Percy Treyvaud Memorial Reserve.

The following report is a strategic assessment of the options available to Council for the Chadstone Bowls Club. The information pertaining to Chadstone Bowls Club was sourced from documents provided by Council and other publicly available information, no consultation was undertaken with the Chadstone Bowls Club.

The review of the Chadstone Bowls Club's membership and financial information is limited to the 2014/15 and 2015/16 years. The information provided does provide some insights into the challenges faced by the sport of lawn bowls and Chadstone Bowls Club particularly the cost to maintain natural turf greens.

Four strategic options were considered and some preliminary concepts prepared to ascertain the capacity of sites to accommodate the proposed development. The options assessed and the preliminary concepts are discussed in further detail in this report.

2 Chadstone Bowls Club

2.1 Background

The Council-owned bowls and tennis facilities within Percy Treyvaud Memorial Park are leased to Chadstone Recreation and Civic Club (CRCC). The CRCC comprises a bowls section (Chadstone Bowls Club) and a tennis section (Chadstone Tennis Club).

The management and operation of the respective facilities is as follows:

- Chadstone Bowls Club manage and operate the bowls greens.
- Chadstone Tennis Club operate and manage the tennis courts.
- Chadstone Civic and Recreation Club manage and operate the bar.

2.2 Existing Facilities

The following facilities are provided at the Chadstone Bowls Club:

- Two natural turf greens with 8 rinks each.
- Clubroom, kitchen changerooms and office.
- Bar and lounge.

2.3 Membership

Stonnington Council staff have provided the following information, no consultation has been undertaken with the Chadstone Bowls Club.

- Over the period 2007 – 2012, the CRCC increased its membership from 263 to 346 people, an increase of 83 persons.
- No further membership data is available until 2015/16.
- In 2015/16 the CRCC had a total of 333 members, of which 99 were bowls members and 234 were tennis members.
- Council has advised that the Chadstone Bowls Club has not provided any membership information for 2016-17.
- Requests by Council to Bowls Victoria for information to demonstrate the number of lawn bowlers resident in Stonnington and participating at the four clubs in Stonnington were not responded to.

2.4 Programs and Activities

The following table provides an overview of the regular programs and activities undertaken using the bowls greens:

Table 1 - Chadstone Bowls Club Weekly Schedule

Season	Day						
	Sun	Mon	Tue	Wed	Thu	Fri	Sat
Summer	Pennant Practice & Coaching Very Social Bowls	Social Bowls	Mid-week Pennant	Greens closed (Maintenance)	Social Bowls Pennant Practice	Barefoot Bowls	Pennant
Winter	Practice & Coaching	Social Bowls	Practice	Greens closed (Maintenance)	Social Bowls	Practice	Social Bowls

Practice can and does happen at any time the greens are open. The greens are rested each Wednesday to allow the greenkeeper to maintain them

The type of grass on the greens allows for use during the winter, however the greens are shut down for maintenance in August to prepare them for the summer season.

Pennant Bowls is inter-club competition played on a home and away schedule during the Summer Season (October to March). There are options to play on Saturday afternoon (Saturday Pennant), Tuesday afternoon (Midweek Pennant) and Tuesday night (Night Competition). Bowlers must be Bowls Victoria members to participate.

Chadstone Bowls Club does not have lights on either of its greens and enters into an arrangement with a host club each year for the purpose of playing its Night Competition home matches. In 2016-17 Chadstone Bowls Club used South Oakleigh Bowls Club and has used Murrumbeena Park and Ashburton previously.

Social Bowls is a non-pennant competition for Bowls Victoria members. Bowlers from other clubs are welcome to participate each week. It is played on Mondays and Thursdays all year round as well as on Saturdays during winter.

Barefoot Bowls is informal, social competition played on Friday evenings during summer. Pay to play participation is welcome. Sundays are also popular and can be organised on other nights on request. The Club organises these activities.

Casual bowlers can pay to play at all other times the greens are open and available. This is typically on Monday, Thursday, Friday and Saturday and participants organise their own activities.

In addition to these regular activities, Chadstone Bowls Club hosts four tournaments each year to showcase the Club and provide an opportunity for the members to be exposed to high quality bowlers from other clubs. They are mixed tournaments with a limit of 28 teams (3 or 4 players per team depending on the format for the day) to utilise 7 rinks on each green and enable all teams to be playing at the same time. The four tournaments are:

- Grand Final Eve
- Classic Day (October)

- Australia Day
- Gala Day (April)

The Clubhouse and greens are available for hire and are used by various regular and one-off users on a fee paying basis. A set fee is paid to the CR&CC for the use of the hall. The bowls section determines the fee for the use of the green(s).

Other Community groups that meet at the clubhouse each month are as follows:

- Toastmasters
- Parents Social Groups – Dads or Mums of students from Malvern Valley Primary School
- Crackerjacks – A social support group for Men.
- Various schools and businesses from the local and surrounding area use the venue throughout the year, and year after year for various activities and events.
- As part of Council's Active Living Program, a Qi Gong class is held at Chadstone Bowls Club during Terms 2 and 3 each year. The class runs on Wednesday mornings. It is held outdoors during Terms 1 and 4.

2.5 Financials

The following information was drawn from the Chadstone Bowls Club's financial report provided to their 2015/16 Annual General Meeting.

A review of the income and expenditure of the Chadstone Bowls Club for the 2015/16 and 2014/15 years shows:

- The Club showed an operating loss of \$10,216 in 2014/15 and an operating profit of \$5,363 in 2015/16.
- Income increased by \$7,350 (10.3%) from 2014/15 to 2015/16. This increase in income is principally derived from bowls grants of \$14,150. Without the grant the Club would have incurred an operating loss of \$8,787.
- Income across the Club's main revenue sources was less in 2015/16 than in 2014/15:
 - Cracker Jack/Corporate reduced by \$4,195.
 - Playing fees reduced by \$2,057.
 - Subscriptions reduced by \$1,840.
 - Sponsors income increased by \$498.
- Expenses decreased by \$8,214 between the two years.
- The main area of expenditure for the Club is the maintenance and repairs of the greens. As a proportion of total expenditure the maintenance and repairs of the greens represent 63.7% (2015/16) and 56.6% (2014/15).
- In the 2015/16 nil expenditure was recorded against:
 - Depreciation;
 - Heat, light and power;
 - Rates and taxes;
 - Telephone; and
 - General repairs.

Figure 1 - Chadstone Bowls Club Financials 2014/15 - 2015/16

	2015/16	2014/15
Income		
Bowls Grants	\$ 14,150	\$ -
Bowls Stock Sales	\$ 83	\$ 404
Subs Bowls CR&CC Portion	\$ 1,660	\$ 1,400
Unifrom / Shirt Sales	\$ 150	\$ 198
Raffle	\$ 2,840	\$ 3,801
Cracker Jack/Corporate	\$ 7,486	\$ 11,681
Donations	\$ 125	\$ 50
Fundraising	\$ 1,894	\$ 2,272
Interest	\$ -	\$ 177
Locker Fee	\$ 185	\$ 170
Playing Fees	\$ 21,920	\$ 23,977
Sponsors Income	\$ 12,240	\$ 11,742
Subscriptions	\$ 11,700	\$ 13,540
Sundry Income	\$ 2,102	\$ 457
Tournaments	\$ 2,455	\$ 1,768
Total Income	\$ 78,988	\$ 71,637
COGS		
Purchases	\$ 126	\$ 140
Total COGS	\$ 126	\$ 140
Gross Profit	\$ 78,862	\$ 71,498
Expense		
Affiliation fee	\$ 4,496	\$ 4,279
Bank Charges	\$ 20	\$ 33
Catering Costs	\$ 3,149	\$ 4,187
Cleaning	\$ 1,276	\$ 2,019
CR&CC Subscriptions	\$ 1,880	\$ 2,080
Depreciation Expense	\$ -	\$ 842
Fines	\$ 300	\$ 197
General Expenses	\$ 6,747	\$ 3,669
Greens Contractor	\$ 34,830	\$ 34,971
Heat, light & power	\$ -	\$ 1,599
Postage	\$ 142	\$ 316
Printing & Stationery	\$ 1,741	\$ 1,135
Rates & Taxes	\$ -	\$ 3,807
Telephone	\$ -	\$ 949
Trophies	\$ 5,412	\$ 6,856
General Repairs	\$ -	\$ 844.5
Equipment Repairs	\$ 1,535	\$ 2,624
Green Repairs	\$ 11,970	\$ 11,305
Total Expenses	\$ 73,499	\$ 81,713
Net Ordinary Income	\$ 5,363	-\$ 10,216

3 Industry Review

This section contains a review of the existing lawn bowls facilities in Stonnington, a review of competitor facilities within the surrounding areas and a review of relevant trends.

3.1 Relevant Trends

The following contains a review of relevant lawn bowls trends at a national, state and local level.

- Since 2016 regular lawn bowls participation in Australia has declined by 25% (Roy Morgan Single Source Australia)
- Victorian Bowls Census 2015 shows that between 2010 – 2015 participation in:
 - Pennant / other competitions declined by 55%.
 - Playing memberships declined by 27%.
 - Social participation increased by 310%. (*Note social participation figures include school programs and competitions, which are based on estimates provided by the State Association and Regional Bowls Managers*).
- The overall participation rate in metropolitan Melbourne was 2.02% as compared to 5.82% in Regional Victoria and 3.43% state wide (Victorian Bowls Census 2015).
- In order to avoid paying full individual capitation fees to their state and national association bowls clubs across Australia have been increasingly setting up social membership categories as a response to continual fee increases to individual membership fees (Bowls Australia, Membership Capitation and the Fixed Fee Model Approach).
- Chadstone Bowls Club is in Bowls Victoria's Sandbelt Region. The decline in traditional participation trends for Bowls Victoria is reflected in the Sandbelt Region (Bowls Victoria Region Meetings 2017: Sandbelt Bowls Region):
 - 15 clubs showed total growth of 183 members.
 - 24 clubs experienced a decline in some form.
 - Across the Sandbelt Region clubs membership was down by 9.6% over the past three years.
 - As at March 2017 the average membership per club is 86.9, down from 96.1 in 2013.

3.2 Benchmarking

Planning benchmarks are a guide to assist in identifying the typical facilities required to meet the needs of a community. Gaps in current provision against benchmarks do not necessarily mean Councils need to provide more facilities in all cases. The actual provision compared with the benchmark is best considered a guide.

Benchmarks together with an understanding of community needs reflecting demographic profile and participation levels, guide the recommended delivery of leisure infrastructure.

The following table summarises the benchmark ratios used for lawn bowls in strategic plans that have been undertaken by other government and national sport associations.

Table 2 - Benchmarking Ratios for Lawn Bowls in other Strategic Leisure Plans

Reference	Green per Head of Popn	Green per active Member [^]	Comment
Bowls New Zealand Facilities Strategy (2012)	1:20,000*	N/A	Uses a population per venue approach. Identifies average membership numbers of 187 for sustainability.
Planning for Community Infrastructure in Growth Areas (2008)	1:30,000 – 50,000	N/A	Moves to consolidate smaller venues. Minimum of 2 greens with capacity to expand to 4.
Leisure Facility Development Plan (City of Casey)	1:15,000	N/A	Nil
Lawn Bowls Croquet Plan 2015 (City of Greater Dandenong)	1:16,900**	1:54	Report notes there is an over provision of facilities.
Lawn Bowls Facility Framework 2015 (City of Ballarat)	1:3,289**	1:57	100-150 members is considered a desirable target for club sustainability. Notes there is an over provision of facilities.
Hume City Council Leisure Strategy 2013 - 2018	1:35,000**	N/A	Notes ratio of 1:10,000 for broad acre planning.
Bowls WA – Strategic Facilities Plan 2010	N/A	N/A	Identified a rink ratio of 25:1 as being the capacity for any one green, including all pennants and community/corporate bowlers. To achieve this, a club would need to have lighting on the green and a large number of both pennant and community competition teams and members. Survey of Clubs identified an existing rink ratio 12:1 – 20:1.

Note - * Bowls New Zealand's Study adopted a population per venue approach.

** These figures are based on current facilities against the current per head of population.

[^] Active member is defined as a regular player, not a social member.

The known benchmarking undertaken to date is focused primarily on the broad acre planning approach of developing a ratio for the number of greens / rinks per head of population. Aside from Bowls New Zealand's study little research has been undertaken concerning the sustainability of bowls clubs.

The following are selected excerpts from previous strategic plans for lawn bowls facilities undertaken for the peak association or local government that provide some insight into capacity for clubs to increase utilisation and sustainability:

- A club of some 400 members with multiple lit greens is considered an appropriate size to be able to maintain a sustainable club and provide a strong depth of competition, a pathway for players and contribute to the growth of the sport (City of Greater Dandenong Lawn Bowls Croquet Study).
- In conclusion, the available data suggests that greens are significantly underutilised. The reality is that until clubs are placed into the position of having to fully utilise the green space available it will be difficult to determine with certainty what a green's full utilisation capability is (Bowls New Zealand Facilities Strategy).
- Player to rink ratio is limited by the competition programming rather than physical constraints. Based on the current findings and discussions it is unlikely that there is a club with greens that is overused by capitated players (Bowls WA Strategic Facilities Plan).

The sustainability of a lawn bowls club is not just measured by its membership numbers, it will be measured by the club's long term planning, financial performance and its ability to continue to attract new members and volunteers.

3.3 Existing Lawn Bowls Facilities in Stonnington

There is three other lawn bowls clubs situated in the City of Stonnington:

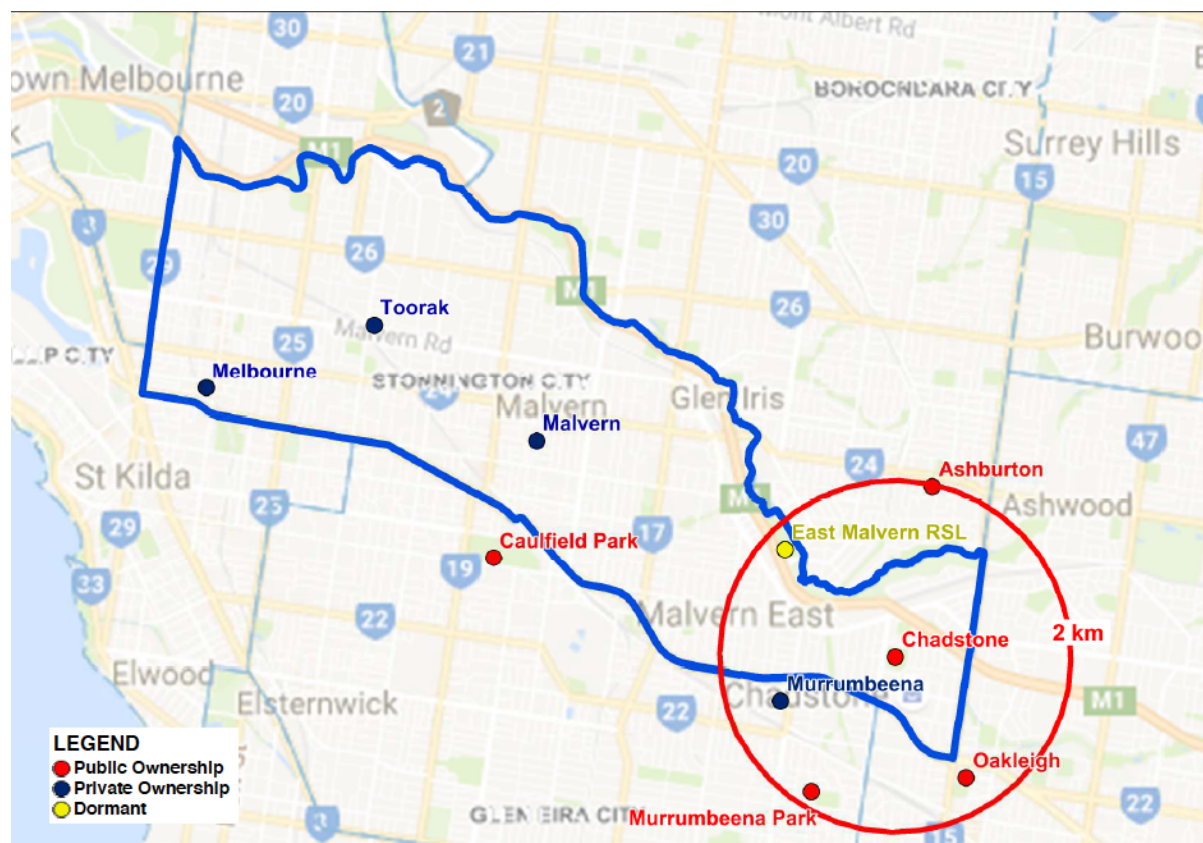
- Toorak Bowls Club – small club located on private land with one natural turf green that is lit and a small clubroom.
- Malvern Bowling Club – small club located on private land with one natural turf green that is lit and a small clubroom.
- Melbourne Bowling Club – large club located on private land with two full sized and two half sized greens, one of these being lit.

3.4 Existing Lawn Bowls Clubs Nearby

There are four lawn bowling club located within a two kilometre radius of Chadstone Bowls Club as shown in the Figure 2:

1. Murrumbeena Bowls Club – small club on private land with one synthetic grass green that is lit and a clubroom.
2. Murrumbeena Park Bowls Club – similar sized club to Chadstone Bowls Club located on Glen Eira Council managed land with turf natural turf greens, with one lit, and club rooms.
3. Oakleigh Bowling Club – has two natural turf greens, with one lit, clubrooms and is located on Crown Land.
4. Ashburton Bowls Club – has two natural turf greens with one lit, clubrooms and is located on land managed by Boroondara Council.

Figure 2 - Lawn Bowls Clubs within 2km Radius of Chadstone Bowls Club



3.5 Existing Lawn Bowls Clubs’ Pennant Teams

The following table compares the number of pennant teams across lawn bowls clubs situated within the City of Stonnington and existing clubs that are nearby to Chadstone Bowls Club.

Table 3 – Number of Pennant Teams for Selected Lawn Bowls Clubs

Club	Saturday Pennant				Mid Week Pennant			
	2016/17		2017/18		2016/17		2017/18	
	16 a side	6 a side	16 a side	6 a side	12 a side	6 a side	12 a side	6 a side
Chadstone	2	2	3		1	1	1	1
Malvern	2		2		2		2	
Melbourne	4		4					
Toorak	2		2					
Ashburton	4	1	4		3		3	
Murrumbeena	1	1	1	1	2		2	
Murrumbeena Park	2		2		1	1	1	1
Oakleigh	3		2	1	2		2	

As shown in the above table Chadstone Bowls Club has a similar number of bowlers competing in pennant competitions compared to most other clubs. Ashburton Bowls Club has the most pennant teams and it has similar facilities to Chadstone Bowls Club.

4 Comparison of Industry Trends with Chadstone Bowls Club

The following section compares industry trends as discussed in the previous section of this report against Chadstone Bowls Club, where possible.

4.1 Membership

There has been a steep decline in regular lawn bowls participation in Australia and Victoria for the period 2010 – 2015.

Based on the CRCC's 2015/6 membership figures, the Chadstone Bowls Club has a membership of 99 persons.

Benchmark	CBC	Other Studies	Comment
Green per active member	1:50	1:54 – 57	CBC is below number of greens per active member
Rink per active member	1:7	1:12 – 20	CBC is well below number of rinks per active member
Club sustainability	99	100 – 400	CBC membership is at the lower end of figures suggested for club sustainability

4.2 Financial Performance

There are no industry benchmarks regarding financial performance indicators for lawn bowls clubs so the following is based on the review of CBC's 2014/15 and 2015/16 income and expenditure figures discussed earlier in this report.

- Income from the Club's main revenue sources declined by \$7,595 for the period, from \$60,941 to \$53,346.
- This was offset by \$14,150 received in grants in 2015/16. Without this grant the Club would have incurred an operating loss of \$8,787.
- The majority of the Club's expenditure is for the maintenance and repairs of the greens. If the Club were able to reduce this expenditure by 50%, the Club would be more sustainable.

5 Options Assessment

The following section contains a PMI (Pluses, Minuses, Issues) analysis of the strategic options available to Council for Chadstone Bowls Club.

5.1 Strategic Options

A PMI Analysis of the following four strategic options is considered in the table hereunder:

1. Do nothing
2. Develop a new bowls facility within Percy Treyvaud Memorial Reserve
3. Develop a new bowls facility at an alternative site
4. Integrate Chadstone Bowls Club with another bowls club at an alternative site

Option	Pluses	Minuses	Issues
Do Nothing	Chadstone Bowls Club remains at current location.	Does not resolve Council's issue of which site to develop the indoor stadium at.	Preferred development site is Percy Treyvaud Memorial Reserve. Club will need to address steep decline in traditional bowls participation. Assuming Club's membership trends are following state trends the sustainability of the Club will need to be reviewed. Potentially reduced capital cost however this is dependant on the need to relocate users from an alternative site.
Develop a new bowls facility within Percy Treyvaud Memorial Reserve	Chadstone Bowls Club remain at Percy Treyvaud Memorial Reserve. New facilities developed for Chadstone Bowls Club. Council is able to develop indoor stadium at Percy Treyvaud Memorial Reserve.	Capital cost of new bowls facilities.	Design will need to consider how tennis club remains integrated with bowls club. Club will need to address steep decline in traditional bowls participation. Assuming Club's membership trends are following state trends the sustainability of the Club will need to be reviewed. Assuming Club's financial position is similar to that of

Option	Pluses	Minuses	Issues
			<p>2014/15 and 2015/16, the sustainability of the Club will need to be reviewed.</p> <p>Is there enough area to accommodate bowls club without displacing another user group?</p> <p>Council should consider development of one synthetic green with lights this will reduce the Club's maintenance costs.</p>
<p>Develop new bowls facility at alternative site</p>	<p>New facilities developed for Chadstone Bowls Club.</p> <p>Council is able to develop indoor stadium at Percy Treyvaud Memorial Reserve.</p>	<p>Capital cost of new bowls facilities.</p>	<p>Club will need to address steep decline in traditional bowls participation.</p> <p>Assuming Club's membership trends are following state trends the sustainability of the Club will need to be reviewed.</p> <p>Assuming Club's financial position is similar to that of 2014/15 and 2015/16, the sustainability of the Club will need to be reviewed.</p> <p>Is Chadstone Bowls Club willing to relocate to alternative site?</p> <p>What is the impact on the tennis club?</p> <p>Council should consider development of one synthetic green with lights this will reduce the Club's maintenance costs.</p>
<p>Integrate Chadstone Bowls Club with another lawn bowls club at another site</p>	<p>Council is able to develop indoor stadium at Percy Treyvaud Memorial Reserve.</p> <p>Potentially lower capital cost option.</p>		<p>Will need to consider how Club will be integrated.</p> <p>What is the impact on the tennis club?</p> <p>Is Chadstone Bowls Club willing to integrate</p>

Option	Pluses	Minuses	Issues
			with another lawn bowls club at another site?

In order to consider the implications of Percy Treyvaud Memorial Reserve and an alternative site’s capacity to accommodate a redeveloped Chadstone Bowls Club some preliminary concept designs were undertaken. These are discussed in more detail in the following section.

6 Concept Design Development

In order to further consider the development of the strategic options discussed in the previous section some preliminary concepts were developed to ascertain the capacity of sites to accommodate the proposed development.

6.1 Option 1 – Do Nothing

No concept is required to be developed for this option.

6.2 Option 2 – Develop a New Bowls Facility within Percy Treyvaud Memorial Reserve

Under this option Chadstone Bowls Club would be redeveloped elsewhere at Percy Treyvaud Memorial Reserve and the indoor stadium would be developed on the site vacated by Chadstone Bowls Club.

Figure 3 - Indoor Stadium and Chadstone Bowls Club at Percy Treyvaud Memorial Reserve



As shown in the above concept it is possible to accommodate an indoor stadium and redevelop Chadstone Bowls Club at Percy Treyvaud Memorial Reserve. Further work will be required to:

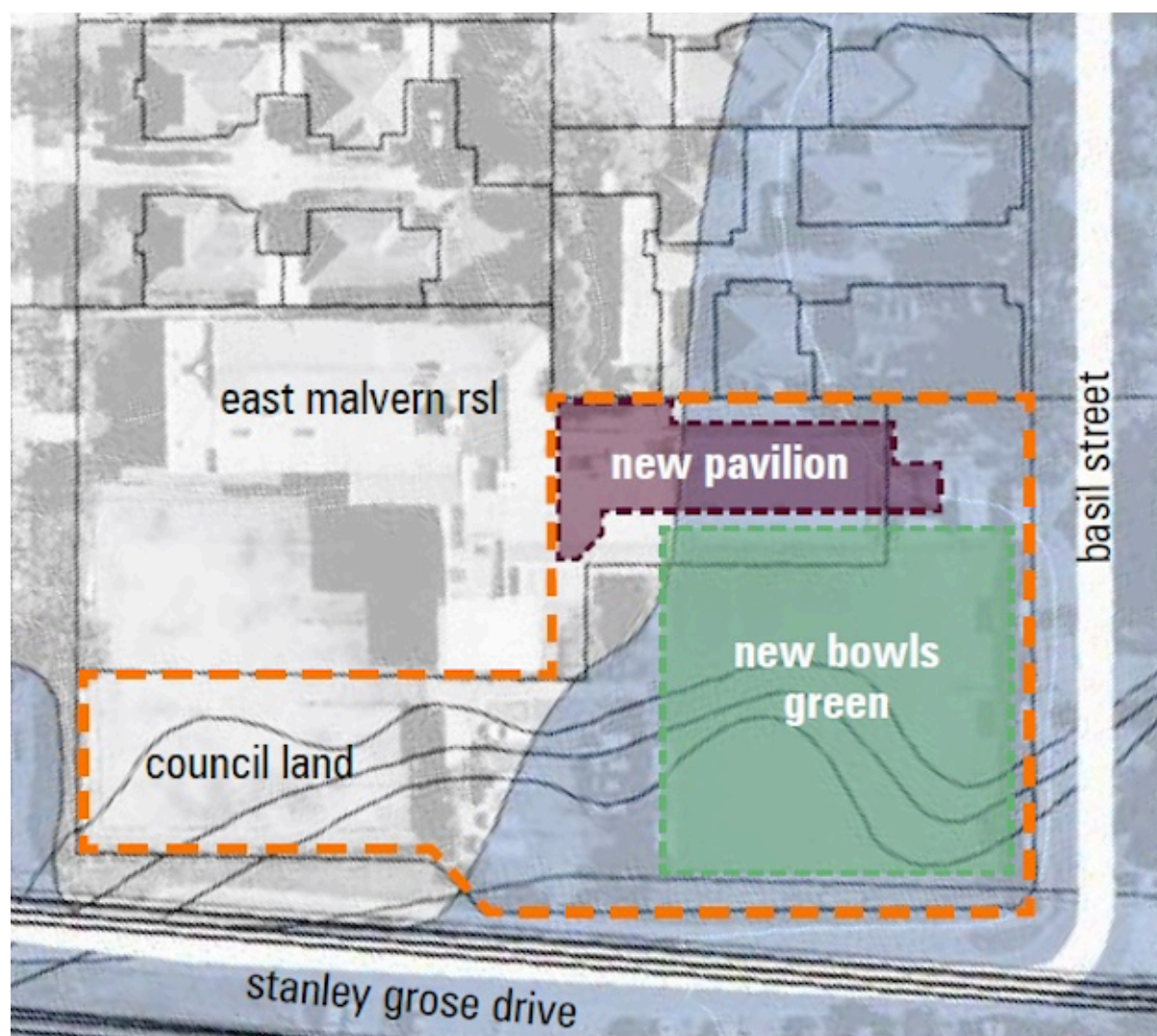
- Undertake a detailed site assessment.
- Assess the impacts on other users of the reserve.
- Assess the impact on the field of play for the other users of the reserve.

- Understand traffic flows.
- Further progress the concept so a quantity surveyor can prepare a cost estimate.

6.3 Option 3 – Develop New Bowls Facility at Alternative Site

Under this option Chadstone Bowls Club would be relocated to the former home of the East Malvern RSL Bowls Club which is now a Council owned site.

Figure 4 - Relocate Chadstone Bowls Club to former East Malvern RSL Bowls Club



As shown in the above concept it is possible to redevelop Chadstone Bowls Club at the East Malvern RSL. Further work will be required to:

- Undertake a detailed site assessment.
- Assess the impacts on neighbouring users.
- Understand traffic flows.
- Further progress the concept so a quantity surveyor can prepare a cost estimate.

6.4 Option 4 – Integrate Chadstone Bowls Club with Another Bowls Club at an Alternative Site

As discussed in an earlier section of this report there are four lawn bowls clubs within a two kilometre radius of Chadstone Bowls Club. These clubs are:

- Ashburton Bowls Club
- Oakleigh Bowls Club
- Murrumbeena Park Bowls Club
- Murrumbeena Bowls Club

Under this option Chadstone Bowls Club could integrate with another bowls club that is within close proximity. For its night competition home matches Chadstone Bowls Club uses other clubs because it does not have sports lighting for its greens. The Club has previously used South Oakleigh, Murrumbeena and Ashburton Bowls Clubs.

In order to progress this option Council will need to engage with Chadstone Bowls Club and the other bowls clubs to assess if this option is feasible. If this option is feasible, Chadstone Bowls Club members should be given a choice as to which club they relocate to.

7 Conclusion

The sport of lawn bowls is facing some challenges with a steep decline in pennant and playing memberships. This decline may be somewhat offset by the increase in social participation however further information will be required before any conclusions can be drawn. Chadstone Bowls Club is not immune to these broader social changes based on the information discussed in this report.

Chadstone Bowls Club's facilities are utilised by other local community groups however the extent of this use was not able to be determined. Further work will be required to understand the use, operation and sustainability of Chadstone Bowls Club before Council commits any funds to the Club.

Council needs to understand the operation and sustainability of the Chadstone Bowls Club prior to committing capital funding because the facilities are not readily available for public use. The Chadstone Bowls Club, through the CRCC, hold a lease for exclusive use of their site unlike other clubs, such as cricket and football, wherein the fields are available for community use outside of match day and training. Bowls facilities are purpose built facilities which are not easily used by other sports so before committing significant capital funds, Council should ascertain the sustainability of the Chadstone Bowls Club.

7.1 Recommendations

Arising from this study are the following recommendations:

- Council needs to ensure the Chadstone Bowls Club is sustainable in the longer term prior to committing significant funds to the Club.
- If Chadstone Bowls Club is to be redeveloped, Council should consider replacing the two natural turf greens with one synthetic green and provide sports lighting for the synthetic green. This would enable Chadstone Bowls Club to reduce its greens maintenance and repair costs and enable the Club to host night matches.
- Council progress with further work at Percy Treyvaud Memorial Reserve to:
 - Undertake a detailed site assessment.
 - Assess the impacts on other users of the reserve.
 - Assess the impact on the field of play for the other users of the reserve.
 - Understand traffic flows.
 - Further progress the concept so a quantity surveyor can prepare a cost estimate.
- Council progress with further work at former East Malvern RSL Bowls Club site to:
 - Undertake a detailed site assessment.
 - Assess the impacts on neighbouring users.
 - Understand traffic flows.
 - Further progress the concept so a quantity surveyor can prepare a cost estimate.
- Council engage with Chadstone Bowls Club and the other bowls clubs within a two kilometre radius to assess if it is feasible to integrate Chadstone Bowls Club with another club.

The trends for declining traditional membership of lawn bowls clubs are alarming and if this trend continues bowls clubs are at risk of becoming unsustainable. With the number of bowls clubs in the area and the space they occupy, they are unlikely to be maintained or sustained if the long term trend for declining participation in lawn bowls continues.

To understand the implications of these trends across a broader region:

- Prior to any investment in new or significant refurbishment of lawn bowls facilities in the south east region of Melbourne, Stonnington Council in conjunction with neighbouring Councils should jointly request that Bowls Victoria and Sport and Recreation Victoria undertake a regional bowls study in the south east region of Melbourne.
- Stonnington Council in conjunction with neighbouring Councils should jointly advocate to Bowls Victoria and Sport and Recreation Victoria on the need for a strategic facility plan across the state for Bowls Victoria.