

# Bowls 2020

## Securing our Future



# Bowls New Zealand

## Facilities Strategy

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## **Confirmation of neutrality**

Gryphon management consultants confirm that the consultant who undertook this review has no connection or association with any club, person or organisation that may have influenced their ability to produce this report in a completely unbiased way.



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## Forward

Bowls in New Zealand, like many other sports, is in transition. This transition affects the very foundation on which the sport was built, membership. For decades, being a member of a sporting club was considered the norm; in fact, if you were not a member of a sporting club, you were in the minority. This is no longer true; there has been a generational shift in how people consume sport. There is still the traditional member who pays a subscription and joins the club. However, more and more this model is being challenged by a range of generational, economic and other forces that are changing the landscape for sport participation in New Zealand – e.g. passive participation (watching), participating in multiple sports, or pay-for-play.

Evidence of this is plentiful, with bowls being a perfect example. The last decade has seen club membership steadily decline – some might say rapidly – whereas pay-for-play participation numbers have remained steady. This highlights an important fact. People still want to participate in bowls. However, they want to participate in forms of the game that suit them, for example Mates in Bowls, or corporate bowls. Therefore, bowling clubs must adapt and change the way that participants can consume the sport, and the places where it is played, to accommodate the requirements of the new generations (baby boomers, X and Y). If change does not occur at all levels of the sport, bowls will continually struggle against more innovative, less change-resistant sporting codes and recreational providers.

Unlike previous reports, this report seeks to create a platform for change leadership at all levels within bowls, leadership that creates a climate where the truth of the situation facing bowls is heard, the brutal facts confronted, and a plan of action developed. Understanding the severity of the current situation will, it is hoped, provide clarity as to why the actions outlined in this report are needed.

The current number of clubs in New Zealand is unsustainable. This strategy provides a mechanism and strategic direction that, if followed, will redefine the landscape of bowls in New Zealand.

No matter what this report recommends, nothing will change unless the sporting community of bowls recognises the need and creates an environment where change is welcomed, instigated and supported through its journey.



## Section 1: Executive Summary and Strategy Recommendations

The name of this report – BOWLS 2020, Securing our Future – was chosen because it reflects the level of commitment required by everyone involved in the sport of bowls, if the objectives outlined in this report are to be achieved. BOWLS 2020 fits with BOWLS New Zealand’s stated objectives as outlined in the *One BOWLS: One Vision* strategy. While the tone of this report may at times appear negative, it reflects the current situation bowls finds itself in. However, it is not all negative. Far from it. BOWLS has taken significant strides forward, initiating some innovative and sector-leading programmes for the development of the game.

Detailed below are the recommendations from each of the sections of this report. The recommendations are not a smorgasbord in which the sport can take what it likes and ignore the rest. For bowls to achieve its stated vision – **to be the best bowling country** – and its mission – **BOWLS is enjoyable, entertaining and accessible to all New Zealanders – now and into the future** – it must follow all the recommendations contained in this report.

Within the report, two symbols are used to highlight recommendations and key points or facts. The light bulb indicates a recommendation of this report, while the triangular warning signal indicates an important fact/message.

### Single community clubs



**There are 250 communities for whom the bowling club is or could be a key part of the communities’ infrastructure and community life. It is neither a desired outcome of this report nor would it be desirable for these communities to lose a key community asset, the bowling club (refer Appendix 2)**

### Metric development

These sections detail how the calculations for venue numbers were developed. The identified range of demographic and financial metrics is suitable for BOWLS NZ to use in determining the facility needs for regions, cities and towns across New Zealand.

These metrics determine a base number of clubs required for the development and growth of bowls. This is a base not a fixed number. Other factors – such as the current state of facilities, geographic setting, ability to grow (space for greens, etc.) demographic mix, current sites – must also be taken into account, as must the desire to grow the overall strength of the game.

#### **Strategic Recommendation:**

- These metrics are used to determine future needs and development of club partnerships:
  - Auckland – population to a venue ratio: 20,000 (i.e. one venue per 20,000 citizens for Auckland)
  - Other cities/towns – population to a venue ratio: 18,000



- A 2km (for Auckland) and 3km (for other cities) radius of catchment for clubs.
- Average member number 187.



**There has been a subtle yet significant change in terminology in the ratios above. These ratios are for 'venues', not clubs. This is because the rationalisation model (2020 partnerships) discussed in this report is based on a venue with multiple clubs, not a single club per venue.**

### **2020 Partnership Model**

The development of the proposed “2020 partnership” model provides a mechanism through which rationalisation of venues can be achieved. The 2020 partnership facilitates the efficient use of facilities, finances, and so on between clubs that are within an identified geographic zone (2km in Auckland and 3km in other towns and cities). These 2020 partnerships have attributes that will make them attractive to the bowling community:

- Clubs **do not** have to change or lose their identify (names).
- Clubs **do not** have to give up playing and competing for club trophies.
- Clubs **do** share facilities.
- The partnership **does** have a single management structure.
- **All** clubs are represented in that structure (controlled within the constitution).
- The structure allows clubs to develop marketing and promotional plans that maximise the assets and attributes of the partnership clubs.

The 2020 partnership model may be seen by some as just another way of describing a merger. This is not the case as the clubs involved in these partnerships retain their club names and their playing history through continuing to play for their club trophies, etc. Furthermore, these partnerships will ensure the survival of the clubs and their history and heritage. That would be something to be proud of!

However, the described 2020 partnership model does not preclude clubs from merging if that is agreed upon by the clubs as the best way forward.

#### **Strategic recommendation:**

- That the 2020 partnership model be adopted and used in all future rationalisation projects.

### **Stakeholder engagement and working collaboratively**

While there are a number of critical components to the successful implementation of the recommendations in this report, none are as critical as the support or at least non-opposition of major stakeholders (Government agencies, councils, community boards, gaming/trust funders) who support or fund outcomes that are detrimental to the strategy's desired outcomes.



### **Strategic Recommendation:**

- This document and the developed plans are the basis for agreement with major stakeholders on when and in what form their support will be provided.

### **Important Message**

Collaboration between the sport's stakeholders, in particular councils, Sport NZ, funders and community boards, is critical to this strategy's success. Without an overarching agreement between these organisations and Bowls NZ describing how these partners will work towards the achievement of this strategy, the desired outcomes may not be possible.

## **Home of Bowls**

### **Strategic Recommendation:**

#### **Develop a Home of Bowls in Auckland, Wellington and Christchurch.**

- Bowls NZ and Regional Service Centres work with councils and other partners to support the development of a 'Home of Bowls' within each region.
- The Regional Service Centres in conjunction with Bowls NZ prepare a detailed development plan for a 'Home of Bowls' in each of the main regions – Auckland, Wellington and Christchurch (in that order of importance).

### **Core Requirements**

- Central locality
- Good parking
- Housed as part of a larger project reduces running costs.
- Possibility of being part of a 'sportsville' type project
- Excellent access to pay-for-play participants via the population who attend/use the other sport facilities
- Location supports one indoors and an outside (natural) green
- Partnering with the community opens additional funding streams.
- Access to the central city (Mates in Bowls, corporate bowls, etc.).

## **Board Action**

The following are the suggested motions that the board should pass to start the journey towards *Bowls 2020 – Securing our Future*:

- Motion 1: The board receives the Mowbray report and its recommendations.

## **Motion 2: The board adopts the recommendations contained in the Mowbray report.**



## Section 2: Overview

### Historical reports

Since 1996/97 there have been several reports written and meetings held to discuss how club rationalisation could occur. These historical conversations have relied on perceptions of need, personal preferences and biases, and/or other agendas (personal, club, centre or nationally driven) to determine how many clubs may be needed and/or which clubs in a community should or should not be merged. These perceptions and historical discussions have been supported by a number of reports (Freeman, 2003; Ineson, 2008, 2009, and others). While these reports have engendered a great deal of discussion, both critical and complementary, the actions or outcomes have not lived up to anyone's expectations. It is fair to say that after more than a decade of discussion, report writing and meetings the situation that bowls in New Zealand finds its self in is unchanged – except that its membership has declined even further.

### Current position

The sport of bowls has experienced a shift in participant emphasis, from the club-focused participant to one in which the majority of people enjoying a game of bowls are casual pay-for-play participants. Bowls New Zealand understands the current number of clubs (583) is simply unsustainable given the small memberships of most clubs. Some of these 583 clubs have as few as 15 members.

A steady and significant decline in membership has been occurring for more than a decade. Membership in Bowls NZ declined by more than 17% between December 2007 and December 2011. In 2007, a report by Ineson predicted that membership numbers would drop to approximately 41,000 by 2017. The 2011 returns show that this decline in membership will occur 4-5 years earlier than Ineson suggested, hardly the type of performance bowls wanted to achieve.

However, pay-for-play participant numbers have remained static. Pay-for-play participants now exceed members by more than 10% annually. The pay-for-play market offers bowling clubs and Bowls NZ a platform on which the development of the game and club financial security could be based.

In recent research (Gemba) the X and Y generations were asked which statements they associated with bowls and other sports (including sailing, cricket, opera, tennis, and art galleries). The respondents (aged 16-64) indicated that “boring” and “for old people” were the statements that best described bowls for them. While not a great result, the same demographic also identified that,

- Membership of bowls clubs has declined more than 17% over the last 4 years (07 – 11)
- Achieves indentified decline in membership 4 years earlier than predicted



for them, bowls was ageless and cared for the community. These are great attributes that help offset the boring and for old people statements. Recognition of bowls as 'ageless' is particularly important as it suggests that respondents do not see age as a barrier to playing.

16 – 64 year olds said

Bowls was:

- Boring
- For old people

They also said bowls is:

- Ageless
- Caring about the community

Gemba research; n = 6125

The good news is that the strong support from pay-for-play participants (static numbers in a heavily declining market) creates a pathway on which bowls within New Zealand could not only regenerate clubs but also develop (longer term) a new crop of possible members. Strong support for the pay-for-play (ageless) model of bowls highlights that casual players of all ages enjoy playing bowls when played in a format that suits their needs. This indicates that products such as Mates in Bowls and corporate bowls are satisfying a target audience. They do, however, need to be more heavily marketed in all areas. These and similar products may provide Bowls NZ and its affiliated clubs an opportunity to ride the wave of change in how future generations engage in recreational pastimes, for example becoming entertainment providers through products such as corporate bowls and Mates in Bowls, which in turn support club activities.

Declining membership and the excessive numbers of clubs are issues that have been identified in reports by Freeman (2003)<sup>1</sup>, Ineson (2007, 2008, 2009)<sup>2</sup>, Mowbray (2011)<sup>3</sup> and Stevenson (1998)<sup>4</sup>. The lack of action from the bowls community following these and other reports is an indictment on the culture and perspective of all those involved in the sport. Therefore, if this report's final conclusions and recommendations are to be more than another doorstop and the sport is to stop the accelerating decline in membership, changes must occur in the culture of all those involved.

### Partnership with stakeholders

Bowls NZ and its stakeholders need to coordinate their support in assisting the community (clubs and bowlers) towards a better future. These stakeholders include city councils, community boards, regional sport trusts, and gambling and trust funders, all of whom **must** work collaboratively to ensure a coordinated approach.

For example, gambling and trust funders work collaboratively to ensure funds are supplied preferentially to clubs identified as "2020 partnerships", and councils must prioritise and coordinate the renewal and allocation of leases for 2020 partnerships. It is through this collaborative approach

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<sup>1</sup> Auckland Bowls Association Facilities Strategy, Freeman and Associates June 2003

<sup>2</sup> *Report on the Health of Wellington Bowling clubs in the Upper and Lower Hutt City Council Regions*, March 2009; *Report on health of Wellington Bowling Clubs*, November 2008; *Report on the Capability of Bowls NZ Centres*, 2007.

<sup>3</sup> *Strategic review of the status of bowling clubs* (Canterbury)

<sup>4</sup> *A future for bowls in New Zealand*, 1998



that bowls in New Zealand will reap the benefits of any proposed changes. This is discussed in more detail later in the report.



**Collaboration between the sport's stakeholders, in particular councils, Sport NZ, funders and community boards, is critical. Without an overarching agreement between these organisations and Bowls NZ describing how these partners will work towards the achievement of this strategy, the desired outcomes may not be possible.**

The urgency and importance of this cooperative approach is best demonstrated with data from the player returns (Table 8) for all clubs in New Zealand provided by Bowls NZ for 2011. These highlight that casual player numbers have remained relatively stable (falling from 51,736 in December 2007 to (48, 764) in December 2011), while membership numbers have declined by 17.67% (9,145 members) over the same period. This is a significant and worrying decline.



**If the current rate of decline (17 %+ over four years to December 2011) is left unchecked, the sport of bowls will essentially disappear from the New Zealand sporting landscape in less than two decades.**

This data casts a spotlight on the need for action that requires the whole bowls community to adapt how their sport and clubs operate. The changes recommended in this report will help facilitate change. However, none of the recommendations will in themselves achieve the desired outcomes. They require the bowls community to put aside self-serving agendas and concentrate on implementing the recommendations of this report to restore the game of bowls to the strength it once had.

### **Community and metropolitan clubs**

Discussion on the ideal numbers of clubs must be based on the following facts. Currently in New Zealand there are 583 bowling clubs affiliated to Bowls NZ. Of these, 250 clubs are based in single club communities, i.e. one club in a small rural community. The remaining clubs (333) are situated in metropolitan areas, i.e. there are two or more clubs within the boundaries of the town/city. While rationalisation of clubs across New Zealand may be desirable, there are 250 communities for whom the bowling club is or could be a key part of the community's infrastructure and community life. It is not a desired outcome of this report, nor would it be desirable, for these communities to lose a key community asset, the bowling club.

Of the 583 bowling clubs in New Zealand, 250 are in single club communities

The importance of community clubs to the communities they are in became obvious during my visits throughout New Zealand. It was obvious that these clubs cannot be treated the same as metropolitan clubs. Therefore, it is critical that, while developing a process for club rationalisation the community clubs are encouraged to become a community focal point. For example, the facilities could be utilised by Plunket groups, play groups, theatre groups and darts etc. These and many other



community groups would welcome the opportunity to share facilities and would in this process contribute (in whatever way possible) to the maintenance of the facilities. This strategy of developing “community clubs” should be developed in conjunction with, but separately from, the 2020 partnership strategy.

Therefore, even though the emphasis of this facilities strategy is on developing a facilities strategy for the rationalisation of clubs across New Zealand, the importance of these community clubs has resulted in the metrics and processes for developing a facilities strategy being focused on the metropolitan areas of New Zealand. In this report, metropolitan is defined as towns/cities in which two or more clubs are situated within the confines of the town/city boundaries.



**All clubs identified as community clubs (Refer Appendix 2) should be excluded from the calculations of numbers of clubs (Table 12) in this report.**

While there are 257 community clubs, some of these are men’s and women’s clubs operating from the one venue.



## Bowls is unique

A number of aspects make bowls a unique sport when developing a facilities strategy. Unlike other sports within New Zealand, bowls owns or independently leases, maintains and pays for the grounds used to play the sport. In comparison, other sports such as rugby, cricket, basketball and football, have their facilities requirements mainly met by councils, local boards or the government. Furthermore, these same sports are in the main demanding more space and public funding (e.g. cricket in Christchurch) from local councils and community boards or nationally by the government (e.g. Rugby World Cup grounds).

An even more fundamental difference is that, while other sports are seeking more help and space from councils and government to provide more facilities, bowls is actually seeking to reduce the number of club facilities (venues). This proposed rationalisation and development strategy will result in local bodies and councils getting useful tracts of land (each approximately 4000sq metres) returned to them for use as infill housing or other socially valuable community activities or projects.

This defining difference, the desire to reduce facility (venue) numbers, separates this bowls strategy from the strategies of other sports. For partners and stakeholders, this means that bowls must not be lumped in with other sports, but given priority support during the entire life-cycle of the strategy implementation. This is achieved by providing priority access to the full range of services and support provided by their organisations.



**These ratios are for 'venues' not clubs. This is because the rationalisation model (club partnerships) discussed later in this report is based on a venue with multiple clubs, not a single club facility.**

## Section 3: Development of metrics

Securing the future requires that the bowls community bowls takes an informed and pragmatic approach to determining its needs in relation to the number and position of venues. The following discussion details a method that allows Bowls NZ and their strategic partners (councils, Sport NZ, funders, etc.) to identify a base number of venues required in a region. This supports the development of a rationalisation plan based on the developed process detailed in Section 4.

Benchmarking is a trusted method of measuring the performance of one sector against another. Benchmarking raises two questions: (1) which of the countries (Refer Table 1) is closely aligned to New Zealand (culturally, the way the game is structured, etc.), thereby, providing a suitable benchmark; and (2) which demographic metrics are applicable within the New Zealand context.

An extensive search of online and hard data found no existing analysis or process by which a sport organisation such as Bowls NZ could with certainty determine how many venues a town or city may sustain. Therefore, an analysis based on venue and membership numbers combined with demographic data was used for determining Bowls NZ's venue (club) needs.

Understanding the demographics (population density, age, etc.) of the population and the various towns and cities is important in the development of metrics. For example, New Zealand has an aging population with the estimates suggesting that 1 in 4 New Zealanders will be aged 65+ by 2030.<sup>5</sup> A detrimental outcome for bowls of this aging population is that the population which attributed the statements "boring and for old people" (Gemba, 2011) to the sport of bowls are the same population bowls needs to engage with. However, this same group also associated "ageless" with bowls.

This dichotomy of bowls being perceived as "for old people" and "ageless" presents an exceptional opportunity for bowls to engage this aging demographic through innovative formats of the game and a reassessment of what a good club looks and feels like, to provide the participant with what they are seeking. This unique opportunity of one in four New Zealanders moving towards what is perceived as the ideal age for bowls reinforces the need to review and change how venues are structured. Failure to grasp this opportunity will result in the identified demographic (65+ age group) being enticed by another sporting/entertainment pastime.

The collected data (Tables 2,3 and 4) details the number of bowling clubs, membership and other demographic data for New Zealand, Australia, the states of Queensland and New South Wales (both Australia) and the United Kingdom (England, Ireland, Wales and Scotland). These countries and states were chosen because of their strong cultural and historical ties to New Zealand, along with the long history of playing bowls that these countries share with New Zealand.

While Auckland (Auckland, North Harbour and Counties Manukau regions) has a separate report, the data used in the Auckland strategy is a reflection of the data in this strategy. For clarity, the

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<sup>5</sup> [http://www.stats.govt.nz/browse\\_for\\_stats/people\\_and\\_communities/older\\_people/demographic-aspects-nz-ageing-population.aspx](http://www.stats.govt.nz/browse_for_stats/people_and_communities/older_people/demographic-aspects-nz-ageing-population.aspx)



population, geographical boundaries and general information relating to Auckland and referred to in this report is based upon the definition of the city as prescribed in the super city legislation.

The following analysis reviews a range of metrics relating to population, club numbers, average membership and financial measures to determine its usefulness as part of an overall process for developing a facilities strategy. The desired outcome was the identification of metrics that can be utilised by Bowls NZ in future rationalisation projects.

## **Demographics**

Demographic data is widely used for a range of commercial and non-commercial applications to assist organisations, firms and governments to develop a range of strategies, e.g. marketing, housing, health, production needs, etc. Demographics may be equally important in determining the spread and density of venues in relation to population growth, membership profile, etc. for Bowls NZ.

### **Population density**

Population density (citizens per square kilometre) indicates that Sydney (Table 2) with a population density 2058/km<sup>2</sup> may be able to sustain more venues in a smaller geographic area than Brisbane (346.0/km<sup>2</sup>). This is because the population bases on which venues draw are more densely compacted. However, whereas Sydney's population density is very high, the state of New South Wales (NSW) of which Sydney is the capital, has a population density of only 9.12/km<sup>2</sup>. This indicates that NSW may need less, more geographically spread venues. This apparent disparity highlights that while the population density metric can be helpful it must be viewed in context (e.g. Sydney's needs are significantly different to those of the State of NSW when viewed in isolation).

Analysis of New Zealand (Table 2) highlights that the population density in our main cities varies significantly, from Auckland (2,700/km<sup>2</sup>) to Dunedin (460/km<sup>2</sup>). Therefore, while population density may be a practical indicator, it is unsuitable as a single indicator of a town or city's ability to develop/sustain multiple bowling venues. Neither is it a reliable indicator of the total number of venues that could be sustained. A more appropriate metric may be found by reviewing the current number of venues and their ratio to the populations of the cities/towns they are in (Table 4).



Table 1: Country and State population densities

Country	Population Density
New Zealand	16.5/km <sup>2</sup>
Australia	2.8/km <sup>2</sup>
Queensland	2.61/km <sup>2</sup>
New South Wales	9.12/km <sup>2</sup>
England	395/km <sup>2</sup>
Ireland	73.4 /km <sup>2</sup>
Scotland	65.9/km <sup>2</sup>
Wales	140/km <sup>2</sup>
United Kingdom	255.6/km <sup>2</sup>

Table 2: City population densities

City	Population Density
Auckland	2,700/km <sup>2</sup>
Wellington	890/km <sup>2</sup>
Christchurch	840/km <sup>2</sup>
Dunedin	460/km <sup>2</sup>
Hamilton	1,500/km <sup>2</sup>
Brisbane	346.0/km <sup>2</sup>
Sydney	2058/km <sup>2</sup>

Analysis (Table 3) of the selected comparison countries and cities clearly identifies that in comparison to Australia (11,694 people per bowls club), New South Wales (12,358) and Queensland (13,838) the ratio of population to venues in New Zealand (7,335 people per bowls club) is very low. This reinforces the anecdotal evidence that New Zealand has too many venues. Comparing Auckland City (14,152), to Brisbane (17,500) or Sydney (26,903) highlights that Auckland has a lower ratio of population to venues than either of those Australian cities, adding weight to the view that Auckland has too many venues.

Shifting the focus to the United Kingdom and its constituent countries (England, Wales, Scotland and Ireland), the population to venue ratio is significantly different to that of Australia or New Zealand.

The ratio of members to citizens (Table 3) indicates that lawn bowls (outdoors) in England, Ireland and Wales does have the same acceptance and reach when compared to Australia, New Zealand or Scotland. It should be noted that in the case of England, Ireland and Wales the fractured nature of the sport of bowls may have a significant influence on this data. For example, indoor bowls is controlled by a separate national organisation which is not affiliated to World Bowls, the international governing body of bowls, whereas in New Zealand and Australia all bowls (indoor and outdoor) is controlled by a single national governing body. However, the figures clearly show that England, Ireland and Wales are in a similar or worse situation to New Zealand, a small membership base and too many facilities.



From the data gathered and an analysis of the organisational structures of bowls in the United Kingdom and Australia, it is evident that Australia is likely to provide the best comparisons for developing venue benchmarks for New Zealand. However, it should be noted that a significant number of venues in Australia have very large social memberships. Therefore, any data or comparisons made have had the social membership numbers removed. This allows a more equitable comparison to be made.

Table 3: Population per venue

Country / State	Clubs	Members	Total population	Population per club	Avg playing membership	Ratio members to citizens
New Zealand	583	43,985	4,433,100	7,603	75	1 – 100,000
Auckland	103	10,070	1,507,700	14,637	98	1 – 149,000
Wellington	34	3475	490,100	14,414	102	1 – 141,000
Christchurch (greater)	43	3837	367,700	8551	85	1 – 96,000
Australia	1961	221,132	22,933,010	11,694	112*	1 – 104,000
New South Wales	591	80,806	7,303,700	12,358	136*	1 – 90,000
Sydney	172	29,017	4,627,345	26,903	168	1 – 159,000
Queensland	331	43,571	4,513,850	13,838	131*	1 – 104,000
Brisbane	68	9009	1,190,058 <sup>6</sup>	17,500	132	1 – 132,000
England	2461	132,116	52,234,000	21,224	54	1 – 395,000
Ireland	112	6498	6,380,661	56,970	58	1 – 982,000
Scotland	894	76330	5,254,800	5,877	85	1 – 69,000
Wales	277	11814	3,006,400	10,853	42	1 – 254,000

**Calculations:**

- Population per venue: total population divided by total venues
- Ratio citizens to members: Population per venue divided by average membership (gives an indication of community involvement in bowls venues, all numbers rounded up)

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[http://www.bowlsaustralia.com.au/fileadmin/user\\_upload/bowls\\_au/About\\_Us/Census/1495\\_QLD\\_2011\\_Census\\_Snapshot.pdf](http://www.bowlsaustralia.com.au/fileadmin/user_upload/bowls_au/About_Us/Census/1495_QLD_2011_Census_Snapshot.pdf)



\* Playing membership is those members identified as having played bowls in the 2011 census conducted by Australian bowls. This is approximately 48% of total venue membership.

All player and club data for Australia was drawn from their 2011 census data, available at; <http://www.bowlsaustralia.com.au/index.php?id=3636>



**For the remainder of this analysis Australia, and in particular Queensland and New South Wales, will be used to develop metrics against which New Zealand can be measured, while Brisbane and Sydney will be used as benchmarks for New Zealand cities.**

Determination of a benchmark number of venues for New Zealand used a midpoint between the Queensland (13,838) and New Zealand (7,335) to provide a New Zealand country ratio of 1 – 10,600 (citizens to venue). Queensland was used for three reasons: (1) the population base was closest to that of New Zealand; (2) the membership base was similar; (3) the member to citizen's ratio was also similar.

For New Zealand cities, two different metrics were developed. Sydney (26,903) was used as the comparative for Auckland. Three reasons supported this choice: (1) population density; (2) member to citizen ratio was similar to Auckland; (3) the difference in the member ratio between Queensland and Sydney was similar to the New Zealand – Auckland ratio. Auckland's ratio was calculated at 1 – 20,000 (1 venue per 20,000 citizens). To maintain a consistent approach for the smaller New Zealand cities, the calculation used Sydney and Christchurch (9192). This resulted in a metric of 1 – 18,000 (1 venue per 18,000 citizens). The impact of this metric on the number of venues required for the various levels (New Zealand, Auckland, other cities) is shown in Table 4.



The ratios to be used for calculating **venue** numbers in New Zealand and its individual cities/towns are:

- Auckland City: 1 – 20,000
- Other cities: 1 – 18,000

The last ratio in Table 3 (members to citizens) measures the penetration of the sport within the community. This shows that on average 1 in 100,000 New Zealanders are presently members of bowls clubs, which is remarkably consistent with the results in Australia (1:104,000), Queensland (1:104,000) and New South Wales (1:90,000). Scotland is the best performer (1:69,000).

Reviewing the New Zealand cities identifies Christchurch (1:96,000) as the city with the lowest (best) member to citizen ratio, followed by Wellington (1:113,000) and Auckland (1:143,000). This ratio may reflect the socio-economic, demographic and cultural differences between these New Zealand cities. Comparing these results against our comparative countries confirms that using Australia, New South Wales and Queensland as benchmarks for metric development is supported.

Before continuing, it is worthwhile noting that metrics are arbitrary by nature. Their use can cause issues if a local context is not included. For example, the number of venues Wellington needs, based



upon its population and using the developed metric (1:18,000), indicates that Wellington needs 21 venues; it currently has 34 venues. This is a start point and not an arbitrary number.

Developing a rationalisation plan requires further analysis and acknowledgment of local factors e.g. geographic influences, ability to relinquish leases, the culture of clubs being considered, etc. This will require that a comprehensive consultative process be undertaken with the clubs concerned. An implementation plan discussing these and other important components of the engagement processes are outlined in a separate report to the board.

To demonstrate the disparity between the calculated (using the ratio) number of venues in contrast to the actual number in existence today, the metrics were applied across New Zealand (Table 4). The calculations show that Auckland, which currently has 103 venues, may need only 75 venues, although this takes no account of the possible need to develop further venues for the North Shore which, given its population increases and other factors, has room for expansion. This recognises that Auckland, and in particular, North Harbour, are some of the fastest-growing areas in New Zealand and demonstrates the need for local context.

Table 3 shows that Auckland City (75 venues) is placed between Brisbane (68 venues) and Sydney (172 venues), which with Auckland’s population base is within a suitable range. These calculations support the use of this metric as one tool in identifying the appropriate number of venues that Bowls in NZ needs throughout New Zealand.

The analysis above determined that the defined ratio (population to venue) has credibility when used to determine the number of venues a specific population is likely to need. Note that this is a base point from which other considerations (geographic, population density, positioning of current venues, etc.) would be included into the decision process.

Table 4: Suggested club/venue numbers

City	Current number of clubs	Suggested Number of Venues	Total population	Suggested population per venue = 18-20,000
Auckland	103	75	1,507,700	20,000
Hamilton	36	23	416,000	18,000
Wellington	34	21	393,000	18,000
Christchurch	43	21	367,700	18,000
Dunedin	25	7	126,000	18,000
New Zealand	583	418	4,433,100	10,600



While the population to venue ratio enables the determination of a base point (numbers of venues), it is membership numbers and their ability to support and pay for venue running costs that determines if the venue is sustainable. Members are the key ingredient in making venues vibrant and sustainable, while pay-for-play participants add flavour and provide additional income. However, the focus on membership should not inhibit venues from moving towards a fully pay-for-play model if the demographics and research support such an approach. The following section discusses how financial measures can be used in analysing venue health, and the numbers of venues needed for an area.

## **Financial measures**

This section starts with justification for using financial measures in a not-for-profit environment before analysing the financial results from a sample of venues. After that, the analysis moves to the actual costs of running a venue and the average membership needed to support this, assuming each member pays the average subscription.<sup>7</sup>

The use of the average subscription fee as the measure of what each member pays accounts for the difference in membership types and fees by the wide range of membership types currently catered for in clubs.

A financial analysis involving a sample of clubs was conducted to determine an average financial result for operating expenses and revenue for clubs and how these compared against a range of financial measures. In total, 66 clubs' financial results were utilised to conduct this analysis. The clubs were randomly selected from throughout New Zealand to ensure that there were a mixture of cities and country clubs, along with large and small clubs.

## **Practical justification**

The financial performance and sustainability of clubs is important to the sport of bowls. A key outcome of the *One Bowls: One Vision* strategy developed by Bowls NZ and adopted by the service centres, centres and clubs was the goal of developing strong sustainable clubs. For this strategy, "strong sustainable clubs" have been defined as:

*"Clubs that pay operating expenses as they become due and whose financial solvency is not totally dependent on grants funding, furthermore, they fulfil the definition of a strong sustainable club as described in the Partner Clubs programme of Bowls NZ"*

While some may suggest that using financial measures in respect of clubs (incorporated societies) is not appropriate, it is important to remember that even though clubs are often described as "not for profit", the reality is that clubs must make an operating surplus to survive. This makes the application of the measures from practical perspective applicable in this instance.

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<sup>7</sup> Identified at \$150 including all capitation fees by Bowls NZ and \$135 from the survey data



## Section 4: Data analysis

The financial analysis identified two interesting aspects:

- (1) It is clear from the site visits completed and the financial results reviewed that a number of clubs run gambling machines as cost centres within their clubs and that this is a major source of funding for their operations. It is also obvious that this component of club income is far more prevalent in the North than in the South Island clubs visited.
- (2) The bars associated with clubs can generate significant income, although this is dependent on how the club decides to operate those bars.

What follows is a brief description of the measures used and what they mean. They are coded (A, B, C, etc.) in Tables 5 & 6 to make identification easier.

- Measure A) This measure indicates the club's ability to live within its means. A percentage greater than 100 indicates that the club is living within its means (revenue exceeds expenses).
1. Clubs should plan to achieve a minimum 10% of total revenue as a surplus before depreciation.
  2. All clubs should aim to have reserves equivalent to a minimum six months of expense expenditure.
- Measure B) This measures the return on revenue (ROR) as a percentage, e.g. the excess income over expenses.
- Measure C) This measures the return on assets (ROA). This should be seen as an indicator only. However, it is important that the assets deployed are maximised. This measure is an indicator of this.

The measures contained within the index of public support use the funding obtained from grants or other charitable funding sources as the basis for measuring the club's financial sustainability and the impact on the club if these sources were to cease being available. The individual measures are significant for clubs because:

- Measure D) This measures the percentage of total revenue that is reliant on charitable funding. A benchmark of 20 percent has been used to indicate that clubs over this percentage are at significant risk if funding ceased.
- Measure E) This measures the level of reliance on external charitable funding a club has in paying its normal operating expenses. A benchmark of 10 percent has been used to indicate that clubs over this percentage are at risk of not being able to pay their daily operating expenses if funding ceased.



1. Clubs should endeavour to have a maximum 30% of expenses reliant on contributions (trusts, etc.).

The rationale for setting the percentage of revenue obtained from charitable funds at 20 percent is based upon the expectation that clubs will achieve a surplus in operating profit before depreciation. This surplus should be in the 5 to 15 percent range, meaning that if all external charitable funding ceased, the surplus (5 to 15 percent) and other expense reductions would support the outgoings in the immediate future, until alternative budgets, funding sources/savings were arranged. It is expected the club would be able to find savings in expenses and or other sources of funding that would make up the shortfall.

The analysis in Table 5 displays the results of an average club from the sample. When compared with the percentages described in D & E (above) the results indicate that the average club is reliant on its contributions to support revenue (D) and expenses (E). The analysis also displays that the average club is achieving a 3.5% net surplus (A) which is less than the recommended 5% to 15%.

Table 5: Average New Zealand clubs financial results.

Index Public Support		Fiscal Performance		
Measure D	Measure E	Measure A	Measure B	Measure C
Total contributions (gifts, grants, and other contributions) / Total Revenue	Total contributions (gifts, grants, and other contributions) / by total expenses	Total revenue divided by total expenses (Ability to live within means)	(Total revenue - total expenses) / total revenue (Return on Revenue)	(Total Revenue - Total Expenses) / Total assets (ROA)
17.64%	18.27%	103.58%	3.46%	0.49%

A review of the sample was conducted to ensure the numbers were not being influenced by clubs at either the bottom or top of the scale. The review highlighted that the mix of clubs used in Table 5 included a large number of clubs which earn significant revenue from gaming, rental properties (some clubs own multiple rental properties producing significant annual income) or bar activities, which appeared to exceed what the majority of clubs in New Zealand earn. The level of net income generation from their rental income, bar and gaming operations distorted the results in Table 5.

For this reason, another sample that excluded clubs that receive significant revenue from gaming, bar or properties rental income was compiled. This resulted in a significantly different picture emerging regarding the dependence of clubs on grants for their very survival (Table 6).



Table 6: Refined financial view of an average clubs

Index Public Support		Fiscal Performance		
Measure D	Measure E	Measure A	Measure B	Measure C
Total contributions (gifts, grants, and other contributions) / Total Revenue	Total contributions (gifts, grants, and other contributions) / by total expenses	Total revenue divided by total expenses (Ability to live within means)	(Total revenue - total expenses) / total revenue (Return on Revenue)	(Total Revenue - Total Expenses) / Total assets (ROA)
33.49%	35.16%	104.99%	4.75%	0.94%

The secondary analysis (Table 6) displays the results from 30 clubs, all of which are in the same geographic area. They do not appear to have the same level of property rental, bar or gaming income evident in the analysis of clubs presented in Table 5. This analysis presents a significantly different picture to that in Table 5. It shows that grants account for over 35% (metric is 10% – max 30%) of their expense payments. Total revenue is similarly dependent on grants (33.49%) compared with the sample in Table 5 (17.64%). Contrasting this, the measures – A (surplus), B (return on revenue) and C (return on assets) – in Table 6 shows a better result than that in Table 5.

### Summary

The analysis highlights the disparity in financial health between the majority of clubs and those who for various reasons (gambling, rental income) are in a significantly stronger financial state. The analysis also highlights that, for many clubs, grants provide a significant proportion of their expense payments (35%). This highlights that for a large percentage of clubs in New Zealand, any reduction in their ability to access grants will result in financial hardship or demise. Furthermore, the disparity (Tables 5 & 6) between clubs and regions within New Zealand is highlighted, which confirms that these financial metrics are good indicators of a club and or region's financial health. Therefore, just as in the case of the population to a venue metric discussed earlier, financial indicators are another useful tool for developing a more complete picture of a club's financial stability.

### Membership fees

Understanding the membership fee structure and the ability for clubs to earn income from their activities is critical. This secure stream of income allows a venue (club partnership) some semblance of control over their financial future. Understanding and maximising the revenue from their product (bowls, activities e.g. Mates in Bowls) is critical for the long-term financial stability of venues. To aid our understanding, a range of questions were included in the electronic survey which was conducted throughout New Zealand (n=1229). These related to fees (membership, casual, etc.) charged by clubs and pay-for-play fees e.g. Mates in Bowls.

The club survey was answered by 86 clubs drawn from a wide range of regions. The mix of regions (Table 7) suggests that the data fairly reflects a range of big and small clubs. The average membership fee was calculated as being \$135.00. The range of membership fees charged (\$55 –



\$240) is also significant. The lower end of the range (\$55) indicates unrealistic and unsustainable expectations regarding the level of financial support acquired from external funding sources to support club expenses and activities.

Table 7: Regions Represented in Survey Results

Auckland	Bay of Plenty	Canterbury
Central Otago	Dunedin	Northland
Nelson	North Harbour	Taranaki
Southland	Wellington	Waitakere
Gisborne	Kapiti	

- A. Average fee for competitive membership is \$135. The range was \$55 – \$240\*.
- B. The social membership average is \$30, with a range of \$10 – \$155.
- C. Associate membership is \$40 (approximately).
- D. Student membership \$50 (approximately).

(Data taken from survey results; n = 1229).

*\* The range of membership fees paid may be higher than that shown. However, this was the upper limit of those who replied to the survey.*

The casual pay-for-play market is a significant contributor to club finances for some clubs (500+ participants annually) while other clubs (8+ participants) are failing to maximise the returns that are available. Anecdotal evidence suggests that the majority of clubs which run pay-for-play (e.g. Mates in Bowls and corporate bowls events) are underpricing the value of the product. The fees below (items A – E) are indicative of the levels of fees charged by clubs across the country for the pay-for-play participant.

- A. Casual play costs on average \$15.
- B. Average costs per casual player \$8-\$10 to compete in corporate bowls.
- C. Average costs per casual player \$5 to play in Mates in Bowls.
- D. Average costs per casual player in a tournament \$8 – \$10.
- E. Average costs per casual player for social, promotional and themed bowls \$6 – \$20.



The data (Table 8) highlights an important aspect in relation to the future of bowls in New Zealand. The stable nature of the pay-for-play participants suggests that there is ongoing demand for participating in the sport through a pay-for-play mechanism, e.g. Mates in Bowls or corporate bowls. These variations of the game should be marketed and promoted more aggressively than is currently the case. While not in the scope of this report, the data would suggest that there is significant revenue growth potential available for bowls clubs from these products.

For example, a price of \$5 (average) for Mates in Bowls is well below that paid for other casual pay-for-play sports. For example, Action Indoor Sports charges \$10 – \$12 per player to participate in a single game of netball, soccer, cricket or other indoor sports at their venues; the games last on average 20-40 minutes. In comparison, bowling clubs charge on average \$5 and provide coaching, food, bar facilities, and so on, with games lasting 3-4 hours. This imbalance is hurting club revenue and should be reviewed. The 2020 partnership model (discussed below) may provide clubs with the resource base to better leverage the entertainment potential of pay-for-play bowls products.



**Consideration of revenue streams is a critical component to the success of any 2020 partnerships.**

Table 8: Members vs pay-for-play

2010/2011	Regions	Club Members			Pay-for Play participants		
		06/07		Feb 2012	06/07		10/11
Northern	Auckland	12404	5018	10070	22800	14123	18928
	Far North		755			197	
	North Harbour		2678			3275	
	Northland		1619			1333	
	Bay of Plenty	8826	2587	6945	5254	2347	4221
	Counties Manukau		1146			294	
	Thames Valley		1158			685	
	Waikato		2054			895	
Central	Hawkes Bay	7555	1606	6017	4108	1175	3793
	Manawatu		1373			526	
	Taranaki		1779			1149	
	Wanganui		786			438	
	Gisborne East Coast		473			505	
	Kapiti	6289	1482	5173	6093	875	5955
	Wairarapa		414			323	
	Wellington		3277			4757	
Southern	Buller	8152	132	6728	4004	52	8330
	Canterbury		5096			6963	
	Marlborough		539			551	
	Nelson		761			407	
	West Coast		200			357	
	Dunedin	8510	3106	7650	8538	2774	7537
	North Otago		354			85	
	Otago Central		1116			1768	
	South Canterbury		780			566	
	South Otago		382			183	
	Southland		1920			2161	
<b>Totals</b>		<b>51,736</b>	<b>42591</b>	<b>42591</b>	<b>50,797</b>	<b>48764</b>	<b>48764</b>

## Club members per club

Determining the number of members a venue needs to be financially sustainable is a key metric in developing a facilities strategy. A starting point for the development of such a metric was given in a range of earlier reports (Ineson 2008 & 2009)<sup>8</sup> and *Biting the Bullet* (Roper, 2011)<sup>9</sup>. Within these reports, a metric that uses members per green (85 – 110) has been suggested as a requirement for a sustainable club. However, within these reports there appears to have been no justification given for this number other than it came from the *One Bowls: One Vision* strategy, which was based in part on the Freeman report 2003.

This calculation appears to have taken no account of the actual cost of running a club (single or multiple greens, natural turf or mixed natural and artificial turf). It is suggested, therefore, that a more pragmatic approach to the number of members required to make a venue viable is adopted. The suggested approach is straightforward:

- Survey data showed the average subscription was \$135.00 per member (**inclusive of GST and all capitation fees**)
- Calculate the average percentage of revenue obtained from subscriptions. Significantly, this ranged from a low of 9 percent to over 30 percent (rounded) per club.
  - The percentage adopted for this report was **30 percent** of revenue from subscriptions.
- Calculate the average expenses for the clubs (Table 9). This equals \$81,408.00. This was calculated using the data sample used earlier in this report.
  - The subscription to expenses percentage (30 percent) is used to calculate how much of club expenses need to be collected directly from member subscriptions.

The financial data used within this report is based on that available at the time of writing. This included financial results of 66 clubs for the 2010-2011 year. Bowls clubs associated with Cosmopolitan Clubs and Returned Services Associations were excluded from this analysis because their financial results could not be accurately determined. The calculation (Figure 2) shows that, based on the average membership fee identified from the survey (\$135), a membership of 187 is needed.

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<sup>8</sup> *Report on the Health of Wellington Bowling Clubs in the Upper and Lower Hutt City Council Regions*, March 2009, and *Report on the Health of Wellington Bowling Clubs*, November 2008.

<sup>9</sup> *Biting the Bullet: The rationalisation of Christchurch Bowling Clubs*, February 2011



Table 9: Average Revenue Expenses and Grants

Average Total Revenue Yr	Average Total Expenses Yr	Average Total Contributions Yr
2010 - 11	2010 - 11	2010 - 11
84,326.00*	81,408.00	14,875.00

*\* All financial data is based on sample of 66 clubs from throughout NZ for the 2010-2011 financial year*

**Revenue Formula:**

A)  $\$84,326 * .30\% = \$25,297 / \$135 = 187$  members (rounded)

Figure 1: Calculation of average member number needed

 **These membership numbers (dependent of average fee) contribute only 30 percent (Figure 2) of the average venue’s revenue. The remaining 70 percent must be obtained from other sources.**

The membership number identified from the calculation does not infer that the suggested number would include only playing members. It is recognised that clubs have a mix of different levels and types of members, e.g. social, playing, etc. Therefore, two important facts should be remembered:

- A. The calculation is based on average fees. Therefore, a mixture of fees is suitable for different types of bowlers.
- B. The number of members is a reflection of this. This means if you have a greater number of low fee generating members you must then have significantly more of them to ensure the average membership number is achieved.

This exercise does indicate that for the average club (financially speaking) requires an average membership of 187 to make it sustainable. It clearly identifies that the current average club membership of 75 (Table 3) makes clubs unsustainable in the longer term when combined with declining numbers and poor returns from pay-for-play participants. Sustainable is defined as the ability to withstand the loss of grant and or charitable trust funding and still remain financially viable.

 **Sustainability is a critical outcome of the facilities strategy. The starting point for this is that 30% of revenue and 30% of expenses is derived from subscriptions.**



The reliance on funds from charitable or gaming trusts is not sustainable. The available pool for funding operations via the gaming or trust sector is not only shrinking but increasingly focused on ensuring the returns from every dollar spent are maximised.

This indicates that unless venues take a financial sustainability approach to the way they calculate their members' fees, they will forever be reliant on the good will of gaming trusts, etc. for their survival.



**If the venues wish to maintain the current subscription level, the only option is to significantly increase the numbers of members in each club. The increase in members would need to be lifted so 30% of expenses are covered by membership fees (see calculation earlier). If the average subscription for a club is lower than suggested (\$135), the required membership numbers would be exponentially more than earlier (untested) suggestions.**

## Conclusions

The preceding sections have identified a range of demographic and financial metrics which are suitable for Bowls NZ to use in determining the facilities needs for regions, cities and towns across New Zealand. The identified metrics were;

- New Zealand – population to venue ratio: 10,600 (average over the country)
- Auckland – population to venue ratio: 20,000 e.g. one venue per 20,000 citizens for Auckland
- Other cities/towns – population to venue ratio: 18,000
- A 2km (for Auckland) and 3km (for other city's') radius of catchment for clubs.
- Calculation of average member numbers needed – 187 (refer Figure 2)

These metrics allow the determination of a base number of venues required for the development and growth of bowls. This is a base not a fixed number. Other factors (e.g. current state of facilities, geographic setting, ability to grow (space for greens, etc.) demographic mix, current sites, etc.) must also be taken into account, as must the desire to grow the overall strength of the game. These factors can only be applied after careful consideration and research into the local factors influencing the sport of bowls in the relevant zone in any city/town.

Selection of the correct sites for development should be supported by an analysis of the financial state of clubs within the same region. Identifying and supporting clubs that are already financially sustainable is critical and this aspect is analysed using the metrics identified and used earlier.

- Fiscal Performance
  - A) Total revenue divided by total expenses.
  - B) (Total revenue minus total expenses) divided by total assets.
  - C) (Total revenue minus total expenses) divided by total revenue.



- Index Public Support
  - D) Total contributions (grants, and other charitable contributions) divided by total expenses.
  - E) Total contributions (grants, and other charitable contributions) divided by total revenue.

The developed metrics are robust and provide the basis on which Bowls NZ and its regions can make rational and well informed decisions on the growth potential and venue needs of cities and towns within New Zealand. The financial measures are a pragmatic method to identify those clubs that need more support in attaining financial sustainability.

However, it should be emphasised that even in small rural communities where facilities are not close together the concept of partnership is still a viable option that should be explored. This is especially true for those clubs (250) that are alone in small rural communities, some of whom, in reality, are close together. Partnership in their case is more focused on community partnership rather than partnership with another bowling club.

## Green utilisation

A component which influences the number of venues required is green utilisation. To assist in determining the maximum utilisation capability of greens, a survey of green keepers (n= 61) was conducted. This data was combined with questions included in the club survey (n= 86). The results show that there is no consensus, even among green keepers, regarding how many days a week a green can be utilised (Figure 2).

This discussion is restricted to discussions of natural turf greens rather than synthetic.

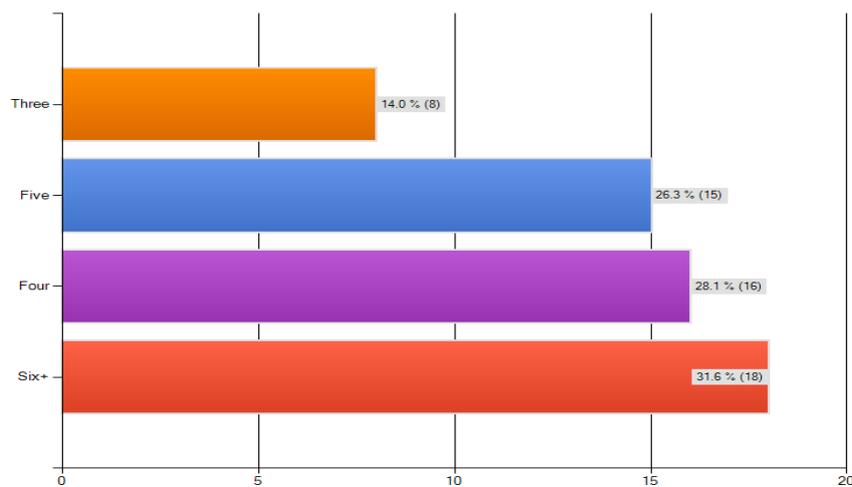


Figure 2: Green utilisation – maximum playing days per week

The common theme in reply to questions and comments identified that a range of factors relating to a green’s condition determined how often it could be played on. Green keepers spoken with said that greens in excellent condition could be played on over extended periods (e.g. in tournaments) as long as after the tournament the greens were well maintained and rested for a period of two or three days, before resuming normal use.

The data showed that club members played on average 2-3 days per week, with the most popular day being Saturday. However, this may have more to do with tradition than responding to members needs: the data that shows members would bowl almost any day, except Mondays, which was the least popular. The type of bowls was not a consideration, with 65% of respondents saying they would play “whatever was being played”.

Green maintenance is a critical component of maintaining good playing surfaces. The majority of green keepers indicated that they worked on green maintenance at least every second day, spending an average of

**Club playing days per week (in season)**

- 3 days or less = 21
- 4 days = 10
- 5 days = 14
- 6 days = 13
- 7 days = 26



3-4 hours on each of these days completing the maintenance.

Clubs (n= 86) were asked how many days per year the club held *organised* bowling. The average was 107 days per year. This suggests that clubs hold *organised* bowling for only four months (26-27 days) per year. The number of days that this play occurred on was spread across the week. These results suggest that, while the season may be for six months or longer, organised bowling only occurs for part of it. Therefore any determination of maximum possible green utilisation cannot be determined.

Anecdotally, the evidence suggests that green utilisation is a function of a club and its members' willingness to use the green. With the data showing that some clubs only play organised bowls twice a week while others (a rarity) utilise their greens to the extent that they roster playing times to ensure all members can play.

However, we can make an educated guess by extrapolating the data available, combined with anecdotal evidence, to reach a number of members a green could cope with. The assumptions are:

- Greens are played on six days per week.
- Each rink (8 per green) has on average four players e.g. playing pairs<sup>10</sup> (32 players).
- Three full games a day are played.

This suggests that an average green could accommodate approximately 576 (32 \* 3 \* 6 days) individual participants. However, if we take a more pessimistic approach and say that only 50% of this number is possible, it is still 288 participants for a one green (natural) club, which is significantly more than the recommended numbers of members discussed earlier (85-110). This number (288) would reduce to 240 participants if the green was fully utilised for 5 days per week.

The membership numbers (187) discussed within the financial review is the closest approximation that aligns with the utilisation calculation above.

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 (e.g. through 2020 partnerships) it will be difficult to determine with certainty what a green's full utilisation capability is. However, the author is comfortable suggesting that it is significantly more than the current utilisation of greens.

The next section discusses a proposed model that will allow bowling clubs to leverage the strength of partnership while maintaining the heritage and history that are important to clubs some of whom have been in existence for well over 100 years. The proposed model will also allow bowls to position itself as the leading sport provider for future generations.

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<sup>10</sup> The most popular form of the game among respondents is triples (755), followed by pairs and fours (both 655), survey n= 1229



## Section 5: A vision of the future

The identification of metrics, while important, did not remove a substantial impediment the bowls community has to any discussion of change: that is, a majority of club members oppose it. This opposition is generally focused on the perceived loss of club heritage, history and presence (mana) if the club joins with another, forming a new club. However, it is fair to say that not all in the bowls community are opposed to change. There are many examples of clubs (such as Howick men's and women's, Birkenhead men's and women's) that have formed partnerships or merged and are the stronger for it. Therefore, identifying a new model through which clubs and members would benefit without the perceived loss of identity, heritage and history and that also provided a stepping stone for those clubs that wished to merge was a key aspect of this work.

The development of the proposed 2020 partnership model fulfils this desired outcome. The role of this partnership is to facilitate the efficient use of facilities, finances, volunteers etc. between clubs that are within the identified geographic zones (2km in Auckland and 3km in other cities). These 2020 partnerships have attributes that will make them attractive to the bowling community:

- Clubs **do not** have to change or lose their identify (names).
- Clubs **do not** have to give up playing and competing for club trophies.
- Clubs **do** share facilities.
- The partnership **does** have a single management structure.
- **All** clubs are represented in that structure (controlled within the constitution).
- The structure allows clubs to develop marketing and promotional plans that maximise the assets and attributes of the partnership clubs.

The club partnership model was developed from already existing model in operation within the Auckland region and from the experiences of other sports and not-for-profit organisations. The model utilised by the Howick club, although slightly different to that being proposed, confirmed that the developed model was one that would work.

### 2020 partnership

- Clubs **do not** change or lose their identify (names).
- Clubs **do not** give up playing and competing for club trophies.
- Clubs **do** share facilities.
- The 2020 partnership **does** have a single management structure.
- **All** clubs are represented in that structure (controlled within the constitution).
- Marketing and promotional plans maximise the assets and attributes of the partnership clubs

## 2020 partnership model.

A guiding principle in the development of the club partnership structure was that the clubs identified will retain (if they wish) their heritage and history. The sport of bowls is one of a small and unique group of sports who can trace their heritage back to the earliest times in New Zealand's history. The loss of club names and the associated mana, history and heritage – not to mention the pride that members have in their clubs – does have to be a casualty in the restructuring process. This rationale guided the development of the 2020 partnership model described below. At its heart, the “2020 partnership” model does not force clubs to merge, but rather, allows clubs to maintain their individuality (e.g. Howick club) along with their deep and rich histories which members take such great pride in. However, if clubs do decide to merge the path is already laid. Key points about this model are:

- The first step sees clubs operating under a unified governance structure.
- A 2020 partnership combines the benefits of belonging to a larger more financially stable and secure organisation while maintaining a club's history and heritage.
- Clubs **do not** change or lose their identify (names).
- Clubs **do not** give up playing and competing for club trophies.
- Clubs **do** share facilities.
- The partnership **does** have a single management structure.
- **All** clubs are represented in that structure (controlled within the constitution).
- The structure allows clubs to develop marketing and promotional plans that maximise the assets and attributes of the partnership model”

Applying this structure to a real situation will allow readers to understand what is involved and get a taste of the benefits that could be achieved. Two example structures of bowls' partnerships were developed.



**The first step in developing a 2020 partnership would be developing a single governance and management structure for the partners' clubs.**

Example 1 – shown in Appendix 4 “D” – has within it the current Balmoral (men's and women's), Carlton Cornwall, Epsom and Mt Eden clubs. All of these clubs sit within a 2km radius of the Mt Eden club. There are currently 10 greens (mixed synthetic and natural) servicing a prospective membership within the partnership of 416. Mt Eden was chosen as the central point for determining the radius because of its ability to grow, parking, general access, openness to the street, and location next to a tennis facility and university (opportunity for future cooperation and partnerships). These aspects are all strategically important.

Example 2 – shown in Appendix 4 “H” – includes the Mangere, Mt Richmond and Otahuhu Railway clubs. This example is a good contrast to the first example and reinforces the benefits of the bowls' partnership model. There are currently 5.5 greens (2 synthetic) servicing a possible membership of 137. Otahuhu Railway was chosen as the location for determining the radius because with only 137 members in the proposed club partnership this single green facility was more than suitable.



The 2km radius used in these calculations ensures that the population to a venue ratio (1 – 20,000) is achieved. Cities such as Wellington, Christchurch and Dunedin, etc. require a radius of 3/km<sup>2</sup> to be used due to their smaller population density.

An additional benefit derived from using the 2km/3km radius is in determining the distance members travel to play bowls. The survey data showed that currently 87% of respondents (n=1229) travel less than 15 minutes to get to their bowls club. A majority of respondents also identified they would be prepared to travel up to 20 minutes (63%) if they were unable to play at their current club. The radius used (2km) is well within this range even allowing for Auckland’s traffic. The calculation used was:

- Average travelling speed = 30km/hr (allowance made for traffic lights, etc.)
- 20-minutes of travel equals 10km (20 minutes = 1/3 of an hour at 30km/per hr = 10km)

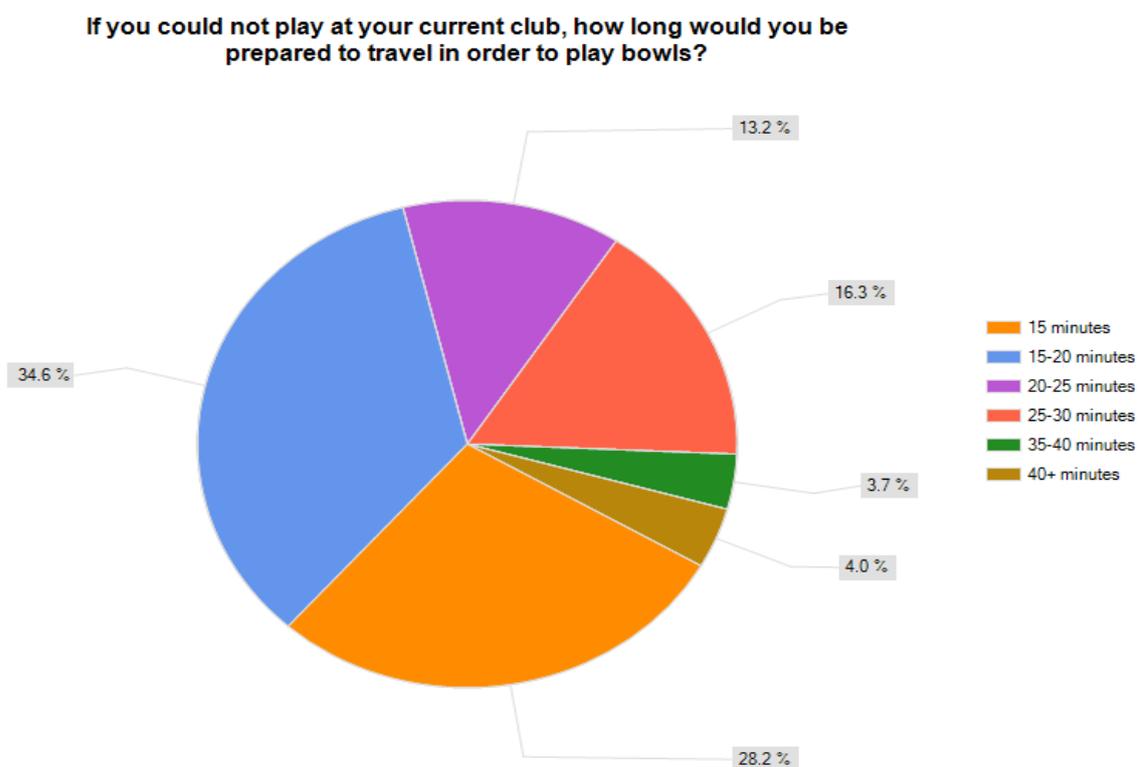


Figure 3: Members’ preparedness to travel



**It is important to understand that the examples described in the Appendices’ are just that – EXAMPLES. They are not intended to be indicative of any proposed 2020 partnerships.**

**The only purpose they serve is to demonstrate the advantages that groups of clubs may gain from a 2020 partnership.**



## Club partnership in action - Howick Bowling Club

This club operates out of one premise located at 33 Selwyn Rd, Howick. In the early 1990s a joint meeting of the men's and women's clubs agreed that amalgamation was the way of the future. The Nixon Park Bowls Board (NPBB) was formed at this time comprising members from both clubs, to manage the Club assets, employ staff and control legal and contractual matters. The Howick Men's and women's bowling clubs each ran their own affairs completely separately, with the NPBB overseeing the assets. Howick is a strong and vibrant club with a membership of 242 members, and excellent facilities including five greens (three synthetic).

The Howick Bowling Club is an example of the advantages clubs can gain from using the partnership model. There is, however, one significant difference between the Howick model and that proposed in this report. Currently, the Howick men's and women's clubs (the partnership) each maintain their own full committee structure and prepare their own financial accounts. The clubs within the proposed partnership model would not duplicate the committee, financial reporting or management functions. These functions would be carried out under the control of a club partnership board.

### "2020 partnership" – Example 1

This example 2020 partnership (Appendix 4 "D") includes Balmoral (men's and women's), Carlton Cornwall, Epsom and Mt Eden clubs. For the *discussion's sake*, we will assume that the 2020 partnership is located at the Mt Eden facilities, for the reasons stated earlier. A quick look at the combined finances (based on 2011 results) shows that the 2020 partnership would have:

- Income = \$735,705 (includes grants)\*<sup>11</sup>
- Expenses = \$505,865 (excludes depreciation)<sup>12</sup>
- Grants = \$22,608
- Current assets = \$1,240,563
- Projected membership fees \$62,400 (416 members \* \$150 membership fee)

These financial indicators highlight the financial strength this 2020 partnership would have. The Mt Eden facilities provide two natural and one synthetic green, with the ability to cover (in contrast to indoor) the synthetic green, thereby providing the ability to play all year round. A small green space at the end of the two natural greens could be developed for other uses such as a practice rink or kids' rink.

There will be some who will look at this example and ask why these clubs would need to form a partnership. They are all independently wealthy and successful clubs in their own way. However, money does not equate to members. The clubs all suffer from the same deadly disease as less wealthy clubs: declining membership. They may be financially secure, but their membership is

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<sup>11</sup> Income includes the removal of expenses associated with bar or other revenue where that has been calculated separately in the accounts.

<sup>12</sup> Depreciation has been removed as it incorrectly diminishes the earning of clubs who gain no tax or other advantage from its inclusion. It should (in my opinion) appear after the bottom line.



declining and, while they may take longer to die, they will just as surely die if they do not embrace the change that is occurring in the sporting landscape. Here is some proof: membership in all clubs in this example declined by an average 16.29% over the 2009-2011 period (Table 10). This is almost identical to the national decline (17%).

If the current trend continues, in 10 years the combined membership of 416 would have declined to 163. Declining membership is just one factor that demonstrates that these clubs, for all their supposed wealth and advantages, will suffer the same fate as all clubs that do not embrace change.

Table 10: 2020 partnerships - membership decline 09 - 11

Club	Membership Dec – 09	Membership Dec – 11	Two year decline %
Carlton – Cornwall	114	97	-14.9%
Balmoral (combined)	165	114	-30%
Epsom	122	118	-3%
Mt Eden	96	87	-9%

\*Membership numbers were taken from capitation returns supplied to Bowls NZ for the corresponding years.

### “2020 partnership” – Example 2

This example (Appendix 4 “H”) uses Mangere, Mt Richmond and Otahuhu Railway to highlight the possibilities. These clubs would be exemplars for a significant number of bowling clubs currently operating e.g. small with declining memberships and financially strapped. Combined their financial headlines would be:

- Income = \$159,869 (includes grants)<sup>13</sup>
- Expenses = \$152,257 (excludes depreciation)
- Grants = \$7,345
- Current Assets = \$73,073
- Projected membership fees \$20,550 (137 members \* \$150 membership fee)

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<sup>13</sup> Income includes the removal of expenses associated with bar or other revenue where that has been calculated separately in the accounts.



Table 11: 2020 partnerships - membership decline 09 - 11

Club	Membership Dec – 09	Membership Dec – 11	Two year decline %
Mangere	83	78	-6%
Mt Richmond	55	31	-43%
Otahuhu Railway	129	28	-78%

\*Membership numbers were taken from capitation returns supplied to Bowls NZ for the corresponding years.

Independently, the clubs in this example made financial losses in the 2011 year. Clearly, they all suffer from membership loss – some worse than others. Inspecting 4 expense centres (greens, power, rates and repairs/maintenance) from the 2011 accounts shows that these clubs spent \$71,000 in the identified areas.

A 2020 partnership would provide an opportunity for significant savings. While the membership, at 137, is below that recommended earlier, the combined membership makes the 2020 partnership more appealing to new members when compared to joining a club with 28 or 31 members.

The 2020 partnership model that has been discussed in the above examples should not be thought of as being exclusively for bowling clubs. The model provides the opportunity for the partnership to be proactive in approaching other community groups, who should be encouraged to use the facilities as their base. This adds strength to the overall structure and provides additional revenue streams while also strengthening the hand of the partnership with stakeholders (councils, Sport NZ and funders) in relation to all the various types of support available.

In the earlier discussion (Table 4) the population metric was used to determine a total number of venues for New Zealand. That calculation (1 venue – 10,600 [NZ]) identified the requirement at 418 venues. Table 12 uses the city metrics (Auckland 20,000 & other cities 18,000) combined with predicted (2012<sup>14</sup>) population data from the Census to calculate venue requirements with the single community venues (clubs) included. Applying these metrics to differently structured population numbers (e.g. by bowls district rather than territorial authority) may cause some disparity. This relates to the different boundaries used by Statistics NZ and those of Bowls NZ in defining their districts.

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[http://www.stats.govt.nz/browse\\_for\\_stats/population/estimates\\_and\\_projections/SubnationalPopulationEstimates\\_HOTPYe30Jun12.aspx](http://www.stats.govt.nz/browse_for_stats/population/estimates_and_projections/SubnationalPopulationEstimates_HOTPYe30Jun12.aspx)



The 2020 partnerships in Appendices 3 and 4 are examples of how the developed metrics can be used to develop a facilities plan for a region, city or town. They are not the only possible combinations of clubs that could be used. The process of developing a region, city or town facilities plan should be undertaken as a holistic plan, in which the entire community is engaged in the process of development, and the leadership is from within the region and supported by the national team.

Applying the developed metrics makes the process of selecting which clubs should form 2020 partnerships relatively easy in comparison to the decision of where the partnership will be located. This decision will be the cause of significant discussion. However, the key decision criteria for selection of the partnerships home should be based on strategic decisions, for example:

- To cope with increased membership (possible tripling in size)
  - Club rooms
  - Car parking
- Potential growth
- Strategic location of the site (is there room to grow)



**The strategic placement of 2020 partnership clubs to facilitate the enhanced membership requirements and the projected increased growth will be critical to their future success.**

The examples above would take precedence over aspects such as green condition and the land being leased or owned. While these aspects are important, having the best green is no use if it cannot cope with the numbers of players. Clubs can always improve green conditions etc, but they cannot always get more space for greens or car parking etc.

The bowls partnership model may be seen by some as just another way of describing a merger. This is not the case as the clubs involved in these partnerships may retain their club names and their playing history through continuing to play for their club trophies, etc. The financial and resource strengths achieved through the suggested partnerships offers clubs an opportunity to cement and grow the sport of bowls in ways that are impossible with the current structure. Furthermore, 2020 partnerships ensure the survival of the clubs, and their history..

The benefits that clubs may obtain from the 2020 partnership align closely with those of the Bowls NZ Partner club program. 2020 partnerships are born from the vision to have 'strong and sustainable' clubs and it is critical for the future of the sport that this happens sooner rather than later. This desired outcome of the 2020 partnership closely emulates the desired outcomes of the Partner club program.

## Recommended venue numbers

It is accepted that to reduce the number of venues from their current level to that suggested in Table 12 may be seen as an excessive reduction in venue capacity. However, the 2020 partnership examples outlined in Appendices 3 and 4 demonstrate that a reduction from 35 venues to 11 venues in the Auckland-North Harbour areas is feasible. This 68% reduction in venue numbers clearly demonstrates that the suggested reduction in number is not impossible to achieve.

Table 12: Number of **venues** recommended.

Region	Population <sup>15</sup>	Recommended (City population metric)*
Auckland	1,507,700	75
North Harbour		
Counties Manukau		
Northland	158,300	9
Far North		
Bay of Plenty	277,200	15
Thames Valley	382,716	21
Waikato		
Hawkes Bay	155,000	9
Manawatu	232,500	13
Wanganui		
Kapiti		
Taranaki	110,100	6
Gisborne East Coast	46,800	3
Wairarapa	490,100	27
Wellington		
Canterbury	558,800	31
South Canterbury		
Marlborough	45,700	3
Nelson	46,600	3
West Coast	32,900	2
Buller		
Dunedin	211,300	12
North Otago		
Otago Central		
South Otago		
Southland	94,900	5
Total		234
Single community		250
Total Venues		484

<sup>15</sup> Regional Council population table, predicted population as at 2012:  
[http://www.stats.govt.nz/browse\\_for\\_stats/population/estimates\\_and\\_projections/SubnationalPopulationEstimates\\_HOTPYe30Jun12.aspx](http://www.stats.govt.nz/browse_for_stats/population/estimates_and_projections/SubnationalPopulationEstimates_HOTPYe30Jun12.aspx)



New Zealand Venues (10,600)	4,433,100	418
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The importance of developing a national and city-specific population metric is demonstrated in Table 13. Using only the city metric (20,000 [Auckland] and 18,000[the rest]) identifies that 234 venues are needed. Whereas, the national metric (10,600) identifies that 418 venues are needed. This disparity in numbers is not an error. It demonstrates that the city metric does not allow for single club communities in the calculation.

Table 13: Venue Numbers

		Venues
Total		234
Plus Single community		250
Total Venues		484
New Zealand Venues based on the national metric (10,600)	4,433,100	418

It is not possible to accurately determine the numbers of clubs on a national or regional basis. This is because of the disparity of applying a single metric to a diverse area. This reinforces the need for the use of a mixed metric approach. The best estimate for the appropriate number of venues is between 418 (national metric) and 484 (city metric plus single community clubs).

## Implementation

The process of facilitating and then implementing a programme to achieve the desired strategic outcomes will require the input, cooperation and coordination of the entire bowls community and its stakeholders (councils, Sport NZ, funders, etc.). The desired outcomes will only be achieved when and if the bowls community and key strategic partners work collaboratively towards this final objective.

Major change, which is what this report suggests, is disruptive and to a larger extent un-programmable. Handling unforeseen circumstances requires integration and coordination across and between the various functions and activities of the bowls community and its organisations. The changes suggested are not “ends” in themselves; they are the “means to an end”. A separate report has been prepared for the board of Bowls NZ which details a proposed implementation process. Key to the suggested process is the level of cooperation between the team charged with implementing the strategy and the districts and regions. Suggestions regarding these critical relationships are contained in the board report.



**It is important that the board of Bowls NZ learns from organisations that have undergone significant change and applies that learning to its own journey.<sup>16</sup>**

The implementation of this Facilities Strategy will require the support of Bowls NZ partners, clubs and members by:

### **Bowls NZ:**

- Acting as a facilitator by identifying potential partners with whom they can develop the required indoor facilities in their designated priority areas.
- Evaluating 2020 partnerships and advising Councils and funding bodies that the identified 2020 partnerships are Bowls NZ priorities for funding, lease renewals etc.
- Promoting, implementing and monitoring progress made in delivering the 2020 partnership strategy.
- Working with regional service centres to ensure the priority is the development of 2020 partnerships.
- Engaging with local and central government agencies, Sport NZ and funding agencies to raise awareness of and obtain support for the 2020 Partnership strategy.

### **Regional centres and service centres:**

- Are the first points of contact for all 2020 partnership development opportunities.
- Actively participate and assist Bowls NZ with leadership of the 2020 partnership programme.

### **Local authorities – Councils:**

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<sup>16</sup> *Organisational change in seven selected sports: What can be learned and applied?* (Sport NZ - Mowbray, 2011)



- Actively support the development of the 2020 partnerships by prioritising the partnerships for any available assistance and support (financial or otherwise).

**Sport NZ:**

- Advocate to government, councils and funding bodies to ensure that potential facility developments, realignments or investments are aligned to the 2020 Partnership strategy.
- Provide assistance and funding to enable Bowls NZ to implement the strategy and monitor the effectiveness of the strategy for its designated implementation phases.

The hierarchy of use for the metrics used to develop and implement 2020 partnerships is shown here alongside other components;

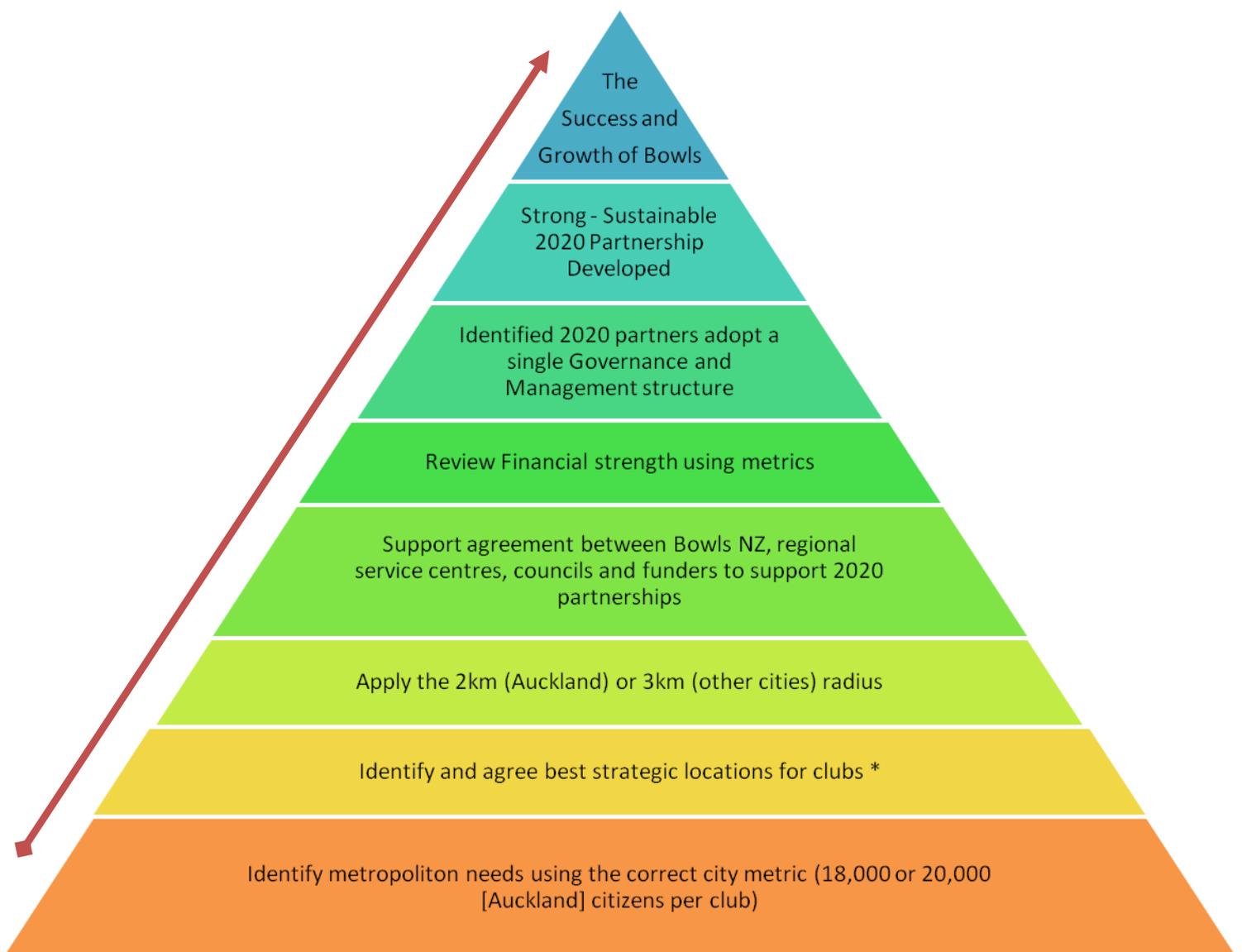


Figure 4: Implementation using the developed metrics

\* Local factors will influence these choices. However, key aspects are detailed in this report.

## Section 6: Home of Bowls

An integral component of this facilities strategy was the identification of three possible locations for the development of indoor bowling centres in the cities of Auckland, Wellington and Christchurch. Currently, indoor bowling centres are operated in New Zealand (Auckland - Pukekohe, Waikato – Frankton Railway, Hawkes Bay – Heretaunga, Dunedin – Dunedin Bowls Stadium, Southland – Waverley, Taranaki – Paritutu). Pukekohe is operated as part of a larger cosmopolitan club complex, while Frankton Railway, Heretaunga, Waverley and the Dunedin Stadium Bowling Club are operated by bowling clubs. Waverley and Dunedin were funded by grants from trusts and, in the case of Dunedin, additional assistance from the council. The question must be asked: is the scenario of significant external funding covering the majority if not all the costs of an indoor centre a realistic model to base the identified projects on?

Another question that should be discussed and answered is the viability of covered in contrast to indoor bowling centres. There are many examples of structural design and build projects that utilise the latest in building technologies to produce lightweight structures that would meet the needs of bowls, some of which are also re-locatable. These structures are in use internationally and in various regions throughout New Zealand, e.g. College Rifles’ new covered facility – Auckland (Figure 5), Westpac Business Hub – Christchurch (Figure 6).

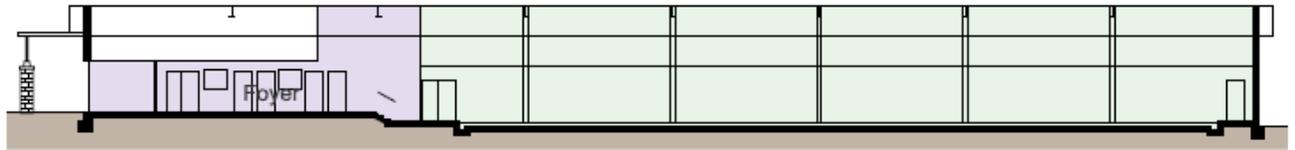


Figure 5: College Rifles – Auckland



Figure 6: Westpac Business Hub – ChCh

The costs of a covered green (such as College Rifles’ court shown in Figure 5) compared with a bespoke design and build such as the Dunedin Bowls Stadium are significant. For example, projected costs for the proposed covered green at Mt Eden bowling club were approximately \$1.2 million, where as the estimated build costs for an indoor centre would be close to \$5-6 million (land costs excluded). An example bespoke facility is shown in Figure 7.



Section through bowls centre

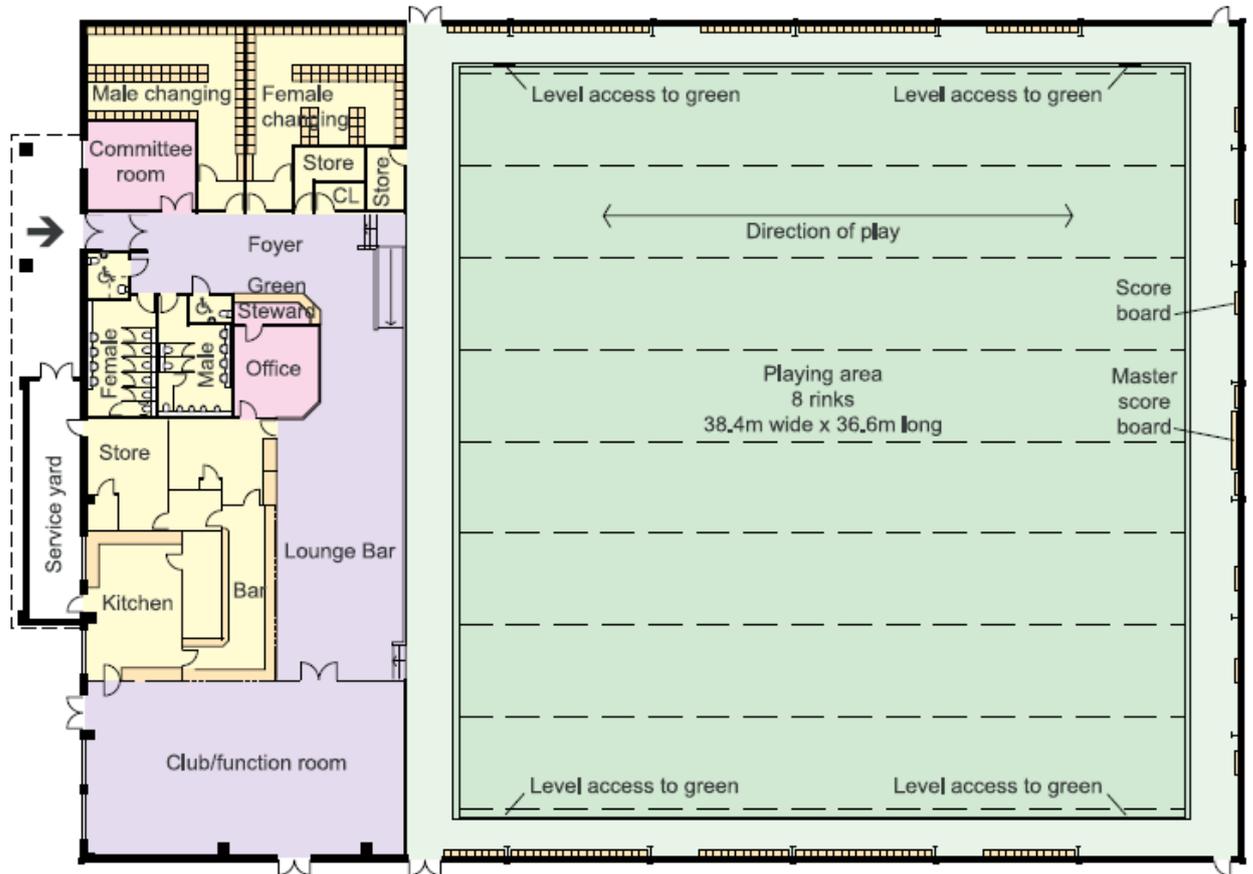


Figure 7: Bespoke design and build indoor bowling stadium design.

Financing such a building project would be difficult in the best of times. However, as the experience of Mt Eden club (being turned down for a grant) shows, these are not the best of times. Proceeding with the planning work on such projects based on the ability to fund through grants without substantial financial input from the sport would be a waste of time.

There are two possible avenues through which an indoor/covered venue could be developed:

- 1) The combined funding and resources of a club partnership, e.g. as discussed in Example 1 (Mt Eden).
- 2) Partnering with another body (council, sport, etc.) in development of such a project.

The number of possible club partnerships that may have the financial resources and appetite to undertake such a project are limited. Furthermore, development of such a complex would require the support (via a fee) of all the bowlers within the region (Auckland, Wellington or Christchurch) for it to be a sustainable operation from a financial and usage perspective. Putting aside the cost of an indoor vs covered green/s for the time being, a prerequisite for any such project would involve a complete financial mock-up and analysis of the balance sheets, profit and loss accounts and cash flow forecasts, together with a sensitivity analysis of all forecasts and assumptions. This should enable an accurate financial appraisal of a project's viability to be made. This, along with the completion of a feasibility study, would clearly show the viability of the project. A financial investment plan should also be drawn up showing:

- Total project cost: cost of land, construction, equipment, professional fees and marketing costs.
- Operating costs: salaries/wages, tax liabilities, rent, rates and general overheads.
- Operating revenue: membership subscriptions, green fees, bar and catering receipts and revenue from gaming machines (if any).
- Secondary income: hiring out function or multi-purpose rooms, particularly during the summer months.

New Zealand bowlers pay fees that are not (in the majority of cases) reflective of the costs involved in maintaining and developing the venues they play at. Membership fees for multipurpose venues (indoor/outdoor) are substantially different to those currently enjoyed by New Zealand bowlers. For example, the membership fees for an indoor/outdoor club in the United Kingdom (Croydon) when converted to New Zealand dollars\* were considerably higher than all clubs in New Zealand. This raises the question: would New Zealand bowlers be prepared to pay this amount to bowl?

Full Annual (Indoor & Outdoor) £380.00 (\$734.00)	Summer Indoor only £250.00 (\$483.00)
Annual Indoor only £310.00 (\$599.00)	Social £24.00 (\$46.00)
Junior £20.00 (\$38.00)	Summer Outdoor only £80.00 (\$154.00)
Winter Indoor only £160.00 (\$309.00)	

\* Conversion rate, 1 NZD = **0.5171** GBP (6.07.2012)

An example of a club that built its own indoor bowling centre and supports the costs of running it is the Warilla Bowls and Recreation club. Some quick facts on the club show how it could afford the original build and the continuing maintenance costs, etc:

- The club has 216 gaming machines on site.
- These generate approximately \$10 million in profits annually.
- The club has 250-300 bowling members.
- There are 20,000 (approximately) social members.
- The green (indoor) is utilised for other functions (poker tournaments, etc.)



The Croydon and Warilla examples highlight three different, but important aspects that the development of an indoor/covered venue within New Zealand would require:

- a. A membership willing to pay a significantly higher membership fee than they do presently.
- b. Membership fees that are structured for different playing seasons/usage.
- c. An internal source of continued funding and support (social members, gaming machines).

Using these three aspects as benchmarks for the New Zealand clubs visited or discussed during the development of this report the following would be observed.

- Scaling fees (a & b) to the level required would be difficult if not impossible.
- Security of funding (c) is unlikely as the clubs with gaming machines do not have the necessary level of return required.

The issues that arise when these aspects are neglected or are missing are exemplified in the experiences of the Bowls Dunedin Charitable Trust. After getting into severe financial difficulty with excess debt and an inability to repay loans, the stadium has been saved from financial disaster through the dedication of a band of volunteers (50 plus a volunteer manager). Using/expecting volunteer labour to sustain an operation in this manner is unsustainable and is not the basis on which any development of an indoor/covered venue should be based. With one club next door and another less than 2 minutes' drive away, plus others within the 3km radius, the Dunedin Stadium is a perfect example of where a club partnership should have been instigated.

Therefore, Bowls NZ must utilise the described club partnership model and partnering with external bodies (councils, sports, community groups) to leverage and develop proposals that will join partners together in a collaborative effort that results in a win-win situation.



### **Strategy Recommendation;**

#### **Develop a Home of Bowls.**

- Bowls NZ and regional service centres work with councils and other partners to support the development of a 'Home of Bowls' within each region.
- The regional service centres in conjunction with Bowls NZ should prepare a detailed development plan for a 'Home of Bowls' in each of the main regions – Auckland, Wellington and Christchurch (in that order of importance).

#### **Core requirements**

- Central locality
- Good parking
- Housed as part of a larger project reduces running costs, etc.
- Possibility of being part of a 'sportsville' type project
- Excellent access to pay for play participants via the population who attend/use the other sport facilities
- Location supports one indoors and an outside (natural) green



- Partnering with the community opens additional funding streams.
- Access to the central city (Mates in Bowls, corporate bowls, etc.).



## Appendix 1: National Venue Data – Lease, Facilities and Green Condition

Region	Club Name	Leased or Owned	Facilities Condition 1-Poor, 5-Excellent	Overall Greens Condition 1-Poor to 5-Excellent
Auckland	Auckland	Leased	4	3
Auckland	Avondale	Owned	2	4
Auckland	Balmoral (incl Womens)	Owned	3	4
Auckland	Blockhouse Bay	Leased	4	4
Auckland	Bridge Park	Leased	3	3
Auckland	Bucklands Beach	Leased	3	3
Auckland	Carlton Cornwall	Leased	5	4
Auckland	East Tamaki	Leased	2	3
Auckland	Edendale	Leased	2	2
Auckland	Ellerslie	Leased	3	4
Auckland	Epsom	Owned	4	4
Auckland	Glendowie (incl Women's)	Leased	4	3
Auckland	Glen Eden	Owned	4	4
Auckland	Grey Lynn	Owned	2	3
Auckland	Henderson	Leased	4	4
Auckland	Hillsboro (incl Women's)	Owned	3	3
Auckland	Howick (incl Women's)	Owned	4	4
Auckland	Mangere	Leased	3	4
Auckland	Maraetai	Leased	2	3
Auckland	Mission Bay	Leased	3	3
Auckland	Mission Bay Women	Leased	3	3
Auckland	Mt Albert	Owned	3	4
Auckland	Mt Eden	Leased	3	4
Auckland	Mt Richmond	Leased	1	2
Auckland	Mt Wellington	Leased	2	3
Auckland	New Lynn	Owned	2	4
Auckland	Okahu Bay	Leased	2	2
Auckland	Onehunga	Owned	4	3

Auckland	Onehunga RSA	Leased	2	2
Auckland	Oneroa	Leased	closed	
Auckland	Oratia	Leased	2	2
Auckland	Otahuhu Railway	Owned	2	2
Auckland	Pakuranga	Leased	3	4
Auckland	Papatoetoe RSA	Leased	3	4
Auckland	Piha	Leased	3	3
Auckland	Point Chevalier	Leased	3	4
Auckland	Point Chevalier RSA	Leased	3	3
Auckland	Ponsonby	Owned	2	3
Auckland	Pringle Park	Leased	4	3
Auckland	Rawhiti	Owned	3	3
Auckland	Remuera	Owned	4	3
Auckland	Rocky Nook	Leased	3	2
Auckland	Sandringham	Leased	2	2
Auckland	St Heliers	Leased	4	3
Auckland	Te Atatu Peninsula	Leased	3	4
Auckland	Te Papapa	Leased	1	2
Auckland	Titirangi RSA	Leased	3	2
Auckland	Victoria Park			
Auckland	West End	Owned	3	2
Auckland	Waiheke	Owned	2	2
Auckland	Te Atatu Peninsula	Leased		
Auckland	Te Papapa	Leased		
Auckland	Waiheke			
Bay of Plenty	Arawa	Council	3	3n- 4
Bay of Plenty	Bowls Cosmopolitan	no longer exists		
Bay of Plenty	Edgecumbe	Council	2	1n-2
Bay of Plenty	Gate Pa	Council	3	2n-4
Bay of Plenty	Katikati	Owned	3	2n-3
Bay of Plenty	Kawerau	Council	3	2s -3
Bay of Plenty	Lakeland	Council	3	1n-3
Bay of Plenty	Matua	Council	4	2n-4, 1s-5



Bay of Plenty	Mount Maunganui	Council	5	2n-3, 1s-5
Bay of Plenty	Ngongotaha	Council	3	2n-4
Bay of Plenty	Ohope	Owned	3	2s-3
Bay of Plenty	Omanu	Council	3	2n - 4
Bay of Plenty	Omokoroa	Council	3	2n-4
Bay of Plenty	Opotiki	Owned	3	1n-3, 1s-5
Bay of Plenty	Papamoa Sports	Council	3	1s-3
Bay of Plenty	Reporoa	Council	3	1n-3
Bay of Plenty	Rotorua Men's	Council	3	3n-3
Bay of Plenty	Rotorua Women's	merged with men		
Bay of Plenty	Rotorua East	Council	3	2n-3
Bay of Plenty	Rotorua West	no longer exists		
Bay of Plenty	Taneatua	Council	2	1n-3
Bay of Plenty	Taupo	Council	3	1n-3,1s-5
Bay of Plenty	Tauranga	Council	3	2n-3
Bay of Plenty	Tauranga RSA	no longer exists		
Bay of Plenty	Tauranga South	Owned	4	3n-5
Bay of Plenty	Te Puke	Cosmopolitan club owns	3	2n-3
Bay of Plenty	Turangi	Council	2	1s-3
Bay of Plenty	Whakatane	Owned	4	2s-5
Buller	Granity RSA	closed		
Buller	Karamea	Owned	3	2
Buller	Murchison	Owned	2	3
Buller	Westport	Owned	4	3
Buller	Westport RSA	Owned	4	3
Canterbury	Akaroa Bowling Club	Leased	3	artificial
Canterbury	Allenton Bowling Club	Leased	3	5 (1 natural, 1 artificial)
Canterbury	Amberley Bowling Club	Leased	4	3
Canterbury	Ashburton Bowling Club	Leased	3	4
Canterbury	Ashburton MSA Bowling Club	Leased	2	3
Canterbury	Barrington Bowling Club	Leased	4	3

Canterbury	Beckenham Bowling Club	Leased	4	4
Canterbury	Belfast Bowling Club	Leased	5	4
Canterbury	Bowls Oxford	Leased see Oxford WMC	4	4
Canterbury	Bowls Papanui	Leased	5	4
Canterbury	Bowls Woolston	Owned	4	3
Canterbury	Burnside Bowling Club	Leased	5	5
Canterbury	Burwood Park Bowling Club	Merged / Dallington		
Canterbury	Canterbury Bowling Club	Owned	3	3
Canterbury	Cashmere Bowling Club	Leased	4	3
Canterbury	Cheviot Bowling Club	Leased	2	3
Canterbury	Christchurch Bowling Club	Owned	4	3
Canterbury	Christchurch Richmond Bowling Club	Closed - Merged at Edgeware		
Canterbury	Coalgate Bowling Club	Owned	3	artificial
Canterbury	Cust Bowling Club	Owned	3	2
Canterbury	Dallington Bowling Club <b>(Now Avon Park)</b>	Leased	4	3
Canterbury	Darfield Bowling Club	Leased	4	4
Canterbury	Diamond Harbour Bowling Club	Leased	4	3
Canterbury	Dunsandel Bowling Club	Leased	4	artificial
Canterbury	Edgeware Bowling Club	Leased	3	2
Canterbury	Elmwood Bowling Club	Leased	3	3
Canterbury	Fendalton Bowling Club	Leased	5	4
Canterbury	Greta Valley Bowling Club	Leased	3	2
Canterbury	Halswell Bowling Club	Leased	3	1 natural 1 artificial
Canterbury	Hampstead Bowling Club	Owned	1	2
Canterbury	Hawarden Bowling Club	Leased	4	2
Canterbury	Heathcote Valley Bowling Club	Disaffiliated		
Canterbury	Hinds Bowling Club	Leased	1	2
Canterbury	Hornby Domain Bowling	Leased	4	3



	Club			
Canterbury	Hornby WMC Bowling Club	Closed	Closed	Closed
Canterbury	Kaiapoi Riverside Bowling Club	Leased	Building new club	Initially 1 artificial
Canterbury	Kaiapoi WMC	Owned	4	3
Canterbury	Kirwee Bowling Club	Leased	4	3
Canterbury	Leeston Bowling Club	Freehold	4	3
Canterbury	Lincoln Bowling Club	Leased	4	4 (1 natural, 1 artificial)
Canterbury	Linwood Bowling Club	Leased	1	2
Canterbury	Mandeville Bowling Club	Leased	3	3
Canterbury	Methven Bowling Club	Leased	3	3
Canterbury	Morrison Ave Bowling Club	Leased	4	3
Canterbury	Mt Pleasant Bowling Club	Merged Redcliffs		
Canterbury	New Brighton Bowling Club	Owned	3	3
Canterbury	Opawa Bowling Club	Owned	2	3
Canterbury	Oxford WMC Bowling Club	Owned	0	0
Canterbury	Papanui Club Bowling Club	Owned	5	4
Canterbury	Parklands Bowling Club	Leased	3	3
Canterbury	Rakaia Bowling Club	Leased	1	3
Canterbury	Rangiora Bowling Club	Leased	4	3
Canterbury	Redcliffs Bowling Club	Owned	4	3 (1 natural, new artificial)
Canterbury	Riccarton R/C Bowling Club	Leased	4	3 (1 natural, 1 artificial)
Canterbury	Sheffield Bowling Club	In recess	0	0
Canterbury	Shirley Bowling Club	Closed - quake		
Canterbury	South Brighton Bowling Club	Leased	3	2
Canterbury	Southbridge Bowling Club	Freehold	4	3
Canterbury	Spreydon Bowling Club	Leased	4	2
Canterbury	St Albans/Merivale Bowling Club	Owned	4	3
Canterbury	St Martin's Bowling Club	Leased	3	2 (1 natural, 1 artificial)

Canterbury	Sumner Bowling Club	Owned	3	2
Canterbury	Sydenham Bowling Club	Leased	3	3
Canterbury	Tai Tapu Bowling Club	Leased	3	2
Canterbury	Tinwald Bowling Club	Leased	1	2
Canterbury	United Bowling Club	Closed		
Canterbury	Waiau Bowling Club	Freehold	3	2
Canterbury	Waikari Bowling Club	Leased	2	2
Canterbury	West Melton Bowling Club	Leased	3	2
Canterbury	Woodend Bowling Club	Leased	3	2
Canterbury	Woolston Park Bowling Club	Leased	3	3
Counties Manukau	Clarks Beach Bowling Club	Leased	3	1n green - 5
Counties Manukau	Clevedon Bowling Club	Leased	2	1s - 2
Counties Manukau	Grahams Beach	Leased	3	1n - 2
Counties Manukau	Homai Bowling Club	Leased	3	2n - 1 @ 3, 1 @ 2
Counties Manukau	Hunua Bowling Club	Leased	3	1n - 2
Counties Manukau	Karaka Bowling Club	Leased	2	1n - 3
Counties Manukau	Manurewa Cosmopolitan Bowling Club	Cosmopolitan club owns	5	1.5s - 5
Counties Manukau	Marne Road Papakura Bowling Club	Leased	2	2n - 2
Counties Manukau	Onewhero Bowling Club	Leased	3	1n - 2
Counties Manukau	Otaua Memorial Bowling Club	Club no longer exists		
Counties Manukau	Papakura Bowling Club	Crown Lease	4	2n - 4, 1s - 2
Counties Manukau	Papakura East End Bowling Club	Cosmopolitan club owns	5	1n - 1
Counties Manukau	Papakura RSA Bowling Club	Owned by RSA	5	2n - 2

Counties Manukau	Papatoetoe/Hunters Corner Bowling Club Inc	Leased	4	2n- 4, 1s- 4
Counties Manukau	Patumahoe Bowling Club	Leased	3	1n- 2
Counties Manukau	Pukekawa Bowling Club	Leased	2	1n-1
Counties Manukau	Pukekohe Cosmopolitan	Owned by Cosmopolitan club	5	2 outdoor. s - 3, indoor. S 5
Counties Manukau	Te Kauwhata Bowling Club	Owned	3	1n-3
Counties Manukau	Tuakau Bowling Club	No longer exists		
Counties Manukau	Waipipi Bowling Club	Leased	2	1n-4
Counties Manukau	Waiuku Bowling Club	Leased	3	2n- 2
Counties Manukau	Weymouth Cosmopolitan & Sports	No longer exists		
Dunedin	Andersons Bay	Owned	3	4
Dunedin	Balmacewen	Owned	3	2
Dunedin	Brighton	Owned	2	3
Dunedin	Caledonian	Leased	2	2
Dunedin	Caversham	Owned	3	3
Dunedin	Dunback	Owned	1	1
Dunedin	Fairfield	Owned	3	4
Dunedin	Forbury Park	Leased	3	3
Dunedin	Green Island	Owned	3	4
Dunedin	Kaikorai	Leased	4	5
Dunedin	Karitane	Owned	2	3
Dunedin	Leith	Leased	1	2
Dunedin	Logan Park & Business Women	Leased	1	2
Dunedin	Macandrew Bay	Owned	2	2
Dunedin	Mornington	Owned	3	4
Dunedin	Mosgiel Memorial RSA	Owned	2	3

Dunedin	North East Valley	Owned	4	5
Dunedin	North Taieri	n/a	n/a	n/a
Dunedin	Opoho	Leased	1	1
Dunedin	Otago	n/a	n/a	n/a
Dunedin	Outram	Leased	3	4
Dunedin	Palmerston	Owned	2	2
Dunedin	Port Chalmers	Leased	2	4
Dunedin	Portobello	Owned	3	4
Dunedin	Roslyn	Owned	1	2
Dunedin	St Clair	Owned	3	4
Dunedin	St Kilda	Leased	2	3
Dunedin	Taieri	Owned	5	5
Dunedin	Tainui	Leased	2	3
Dunedin	Waikouaiti	Leased	1	2
Dunedin	Wakari	Leased	3	4
Dunedin	West Harbour	Leased	1	2
Dunedin	Westpac Stadium	Leased	5	5
Far North	Coopers Beach Bowling Club	Owned	4	3
Far North	Far North RSA Bowling Club	Owned	4	3
Far North	Hokianga Bowling Club	Leased	2	2
Far North	Houhora Bowling Club	Leased	2	2
Far North	Kaeo Bowling Club	Owned	2	2
Far North	Kaikohe Bowling Club	Owned	3	3
Far North	Kaitaia Combined Bowling Club	Owned	3	3
Far North	Kaitaia Church Road	Owned	3	4
Far North	Kawakawa Bowling Club	Leased	3	1
Far North	Kerikeri Bowling Club	Leased	3	3
Far North	Kohukohu Bowling Club	Leased	3	3
Far North	Okaihau Bowling Club	Leased	2	3
Far North	Opononi Bowling Club	Owned	3	3
Far North	Oruru Bowling Club	Owned	2	3
Far North	Russell Bowling Club	Leased	3	4



Far North	Waimamaku Bowling Club	Owned	2	3
Far North	Waitangi Bowling Club	Leased	3	3
Gisborne East Coast	Gisborne Bowling Club	Owned	4	2.5n - 4
Gisborne East Coast	Kahutia Bowling Club	Owned	4	2n - 4
Gisborne East Coast	Poverty Bay Bowling Club	Owned	3	1s - 4
Gisborne East Coast	Riverside W. Bowling Club	Council	3	2n-4
Gisborne East Coast	Ruatoria Bowling Club	Club no longer exists		
Gisborne East Coast	Te Karaka Bowling Club	Owned	3	1n-3
Gisborne East Coast	Tolaga Bay Bowling Club	Owned	3	1n-3
Gisborne East Coast	Wairoa Bowling Club	Owned	3	2n - 3
Hawkes Bay	Bay View Bowling Club	Council	4	1s-5
Hawkes Bay	Bluff Hill Bowling Club	DOC land	3	1n-3
Hawkes Bay	Bowls Heretaunga	Cosmopolitan club owns	4	2s-5
Hawkes Bay	Bowls Napier Inc	Council	3	3n-4
Hawkes Bay	Bowls Taradale	Owned by Cosmopolitan club	4	2s-3
Hawkes Bay	Bowls Wairere	Council	5	2n- 3
Hawkes Bay	Hastings Bowling Club	No longer exists		
Hawkes Bay	Havelock North Bowling Club	Owned	4	2s-5
Hawkes Bay	Kia Toa Bowling Club	Owned	3	1n-3,1s-5
Hawkes Bay	National Service Bowling Club	Cosmopolitan club owns	4	1n-3,
Hawkes Bay	Norsewood Bowling Club	No longer exists		
Hawkes Bay	Omarunui Bowling Club	Council	3	2n-3,1s-2
Hawkes Bay	Otane Bowling Club	No longer exists		
Hawkes Bay	Port Ahuriri Bowling Club	Council	3	3n- 2



Hawkes Bay	Waipawa Bowling Club	Owned	3	1s-3
Hawkes Bay	Waipukurau Bowling Club	Owned	3	1n-3, 1s-2
Kapiti	Central Levin	Owned	4	Natural 4
Kapiti	Kapiti	Leased	4	Artificial 3.5
Kapiti	Levin	Owned	4	Natural 4, Artificial 3
Kapiti	Levin RSA	Owned	3	Artificial 3.5
Kapiti	Levin Women's	Leased	3	Natural 3.5
Kapiti	Manakau Bowls	Owned	3	Natural 3.5
Kapiti	Otaki	Owned	4	Artificial 3.5
Kapiti	<b>Otaki Railway (Lease green from Manakau Bowls)</b>			
Kapiti	Paekakariki	Owned	3	Natural 3
Kapiti	Paraparaumu Beach	Leased	4	Natural 4
Kapiti	Raumati South	Owned	4	Natural 4, Artificial 3
Kapiti	Waikanae	Owned	3	Artificial 3.5
Kapiti	Waikanae Beach	Owned	5	Natural 3.5
Kapiti	Waitarere Beach	Owned	4	Natural 4
Manawatu	Ashhurst Bowling Club	Leased	2	3
Manawatu	Bulls Bowling Club	Leased	2	3
Manawatu	Dannevirke Bowling Club	Owned	3	3
Manawatu	Foxton Beach Bowling Club	Owned	3	2
Manawatu	Himatangi Beach Bowling Club	Leased	3	3
Manawatu	Hokowhitu Bowling Club	Leased	4	2
Manawatu	Johnston Park Bowls Inc	Leased	4	2
Manawatu	Kimbolton & Districts Bowling Club	Leased	2	2
Manawatu	Northern Bowling Club	Leased	3	4
Manawatu	Pahiatua Bowling Club	Leased	2	2
Manawatu	Palmerston North Bowling Club	Owned	4	4
Manawatu	Shannon Bowling Club	Leased	3	3

Manawatu	Takaro Bowling Club	Leased	3	3
Manawatu	Te Kawau Bowling Club	Leased	1	2
Manawatu	Terrace End Bowling Club	Leased	2	3
Manawatu	Woodville Bowling Club	Owned	2	3
Marlborough	Awatere	Owned	1	2
Marlborough	Blenheim Bowling Club	Owned	5	3
Marlborough	Blenheim WMC Bowling Club	Now Riverside		
Marlborough	Havelock Bowling Club	Owned	4	2
Marlborough	Kaikoura Bowling Club	Owned	3	3
Marlborough	Picton Bowling Club	Leased	3	3
Marlborough	Renwick Bowling Club	Leased	3	3
Marlborough	Riverside	Owned	3	3
Marlborough	Springlands Bowling Club	Owned	3	3
Marlborough	Takahanga Bowling Club	Leased	3	3
Marlborough	Waterlea Bowling Club ( <b>Now Whitehead Park</b> )	Leased	3	4 (Artificial)
Nelson	Maitai Bowling Club	Leased	4	5 (natural) 1 (artificial)
Nelson	Mapua Bowling Club	Leased	4	2
Nelson	Motueka Bowling Club	Leased	4	2
Nelson	Nelson Bowling Club	Owned	4	3
Nelson	Ngatimoti Bowling Club	Leased	3	2
Nelson	Ngawhatu Bowling Club	Leased	3	2
Nelson	Pohara Bowling Club	Leased	3	2
Nelson	Richmond Bowling Club	Leased		will be new artificial
Nelson	Riwaka Bowling Club	Owned	4	3
Nelson	Stoke Bowling Club	Owned	4	4
Nelson	Tahunanui Bowling Club	Leased	4	5 (1 artificial, 1 natural)
Nelson	Takaka Bowling Club	Owned	4	2
Nelson	United Bowling Club	Leased	3	3
Nelson	Wakefield Bowling Club	Owned	4	4 (1 natural 1 artificial)

North Harbour	Beach Haven	Leased	3	3
North Harbour	Belmont Park	Leased	3	4
North Harbour	Birkenhead	Owned	4	5
North Harbour	Bowls Orewa	Leased	4	4
North Harbour	Bowls Wellsford	Leased	3	3
North Harbour	Browns Bay	Owned	4	4
North Harbour	Devonport	Leased	3	2
North Harbour	Glenfield	Leased	3	3
North Harbour	Helensville	Owned	3	5
North Harbour	Hobsonville	Leased	4	3
North Harbour	Kaukapakapa	Closed	0	0
North Harbour	Mahurangi East	Leased	3	3
North Harbour	Mairangi Bay	Leased	4	3
North Harbour	Manly	Leased	4	3
North Harbour	Milford	Leased	4	4
North Harbour	Northcote	Leased	3	3
North Harbour	Omaha Beach	Leased	3	3
North Harbour	Point Wells	Owned	3	2
North Harbour	Riverhead	Leased	3	3
North Harbour	Silverdale	Closed	0	0
North Harbour	Silverdale RSA	Owned	3	3
North Harbour	Stanley	Owned	3	3
North Harbour	Sunnybrae	Leased	4	5
North Harbour	Takapuna	Owned	4	4
North Harbour	Takapuna Serv/Social	Owned	3	
North Harbour	Waimauku	Owned	3	4
North Harbour	Warkworth	Owned	3	4
North Harbour	Waimauku			
North Harbour	Warkworth			
North Otago	Awamoa	Leased	4	3
North Otago	Dunback	Leased	2	1
North Otago	Hampden	Owned	2	2
North Otago	Kurow	Owned	1	2

North Otago	Maheno	Owned	3	3
North Otago	Meadowbank	Owned	4	3
North Otago	Otematata	Leased	2	2
North Otago	Palmerston	Owned	1	2
North Otago	Phoenix	Leased	3	5
North Otago	Pukeuri	n/a		
North Otago	RSA	Leased	2	3
North Otago	Twizel	n/a		
North Otago	Weston	n/a		
Northland	Arapohue	Owned	3	3
Northland	Dargaville	Owned	4	4
Northland	Hikurangi	Leased	4	4
Northland	Kamo	Leased	4	4
Northland	Kensington	Owned	4	4
Northland	Leigh	Leased	3	3
Northland	Mamaranui	Owned	3	3
Northland	Mangawhai	Leased	4	4
Northland	Maungakaramea	Leased	3	3
Northland	Maungatapere	Leased	3	4
Northland	Maungaturoto (Country Club)	Owned	4	4
Northland	Mt Manaia	Leased	3	4
Northland	Ngunguru	Leased	4	3
Northland	One Tree Point	Owned	3	3
Northland	Onerahi	Leased	4	3
Northland	Ruawai	Owned	3	3
Northland	Te Kopuru	Leased	2	2
Northland	Waipu	Owned	3	4
Northland	Whangarei	Owned	4	4
Northland	Whangarei RSA	Owned	3	4
Otago Central	Alexandra Bowling Club	Leased	5	4
Otago Central	Arrowtown Bowling Club	Leased	4	4
Otago Central	Bannockburn Bowling Club	Leased	3	3

Otago Central	Clyde Bowling Club	Leased	4	5
Otago Central	Cromwell Bowling Club	Leased	3	4
Otago Central	Hawea Bowling Club	Leased	3	3
Otago Central	Middlemarch Bowling Club	Leased	4	3
Otago Central	Millers Flat Bowling Club	Leased	3	3
Otago Central	Naseby Bowling Club	Owned	1	1
Otago Central	Omakau Bowling Club	Leased	3	3
Otago Central	Patearoa	Leased	3	4
Otago Central	Queenstown Bowling Club	Leased	4	4
Otago Central	Alexandra RSA Bowling Club	Owned	4	5
Otago Central	Ranfurly Bowling Club	Owned	4	3
Otago Central	Roxburgh Bowling Club	Leased	3	3
Otago Central	Waipiata Bowling Club	Leased	3	3
Otago Central	Wanaka Bowling Club	Owned	5	4
Sth Canterbury	Aorangi (Merging with Timaru)	Leased	3	2
Sth Canterbury	Ashbury	Owned	1	2
Sth Canterbury	Fairlie	Leased	3	3
Sth Canterbury	Geraldine	Leased	5	3
Sth Canterbury	Kia Toa Women	N/A		
Sth Canterbury	Kia Toa Men	Owned	5	5
Sth Canterbury	Park	Leased	3	5
Sth Canterbury	Pleasant Point	Owned	1	3
Sth Canterbury	Temuka	Leased	4	5
Sth Canterbury	Timaru T & C Women	N/A		
Sth Canterbury	Timaru (Moving to Aorangi)	Leased	3	3
Sth Canterbury	Timaru T & C Men	Leased	3	3
Sth Canterbury	Victoria Park	N/A		
Sth Canterbury	Waimate	Leased	4	5
Sth Canterbury	Westend	Owned	5	5
South Otago	Balclutha Bowling Club	Leased	5	4
South Otago	Clinton Bowling Club	Owned	3	2
South Otago	Clutha Valley Bowling Club	Owned	2	3



South Otago	Finegand Bowling Club	Owned	1	3
South Otago	Kaitangata Bowling Club	Owned	4	4
South Otago	Kaka Point Bowling Club	Owned	4	2
South Otago	Lawrence Bowling Club	Owned	2	2
South Otago	Milton Bowling Club	Owned	4	4
South Otago	Owaka Bowling Club	Leased	2	2
South Otago	South Otago Town & Country Bowling Club Inc	Owned	3	3
South Otago	Stirling Bowling Club	Owned	3	2
South Otago	Waiholo Bowling Club	Owned	3	3
Southland	Balfour	Leased	3	2
Southland	Bluff	Leased	3	2
Southland	Drummond	Owned	3	4
Southland	Edendale	Leased	2	3
Southland	Georgetown	Owned	3	2
Southland	Gordon	Leased	3	3
Southland	Gore	Leased	3	4
Southland	Gore RSA	Leased	3	4
Southland	Heriot	N/A		
Southland	Hokonui	Leased	4	5
Southland	Invercargill	Leased	4	3
Southland	James MacPherson	Leased	1	1
Southland	Kew	Leased	3	3
Southland	Kingston	Owned	1	1
Southland	Limehills	Owned	3	4
Southland	Lumsden	Owned	3	3
Southland	Makarewa	Leased	2	3
Southland	Mataura	Owned	3	4
Southland	Nightcaps	Owned	2	3
Southland	Northend	Leased	4	3
Southland	Ohai	Leased	2	1
Southland	Orepuki	Owned	3	4
Southland	Otatara	Owned	3	3

Southland	Otautau	Leased	2	2
Southland	Pukemaori	Owned	2	2
Southland	Riversdale	Owned	3	3
Southland	Riverton	Leased	3	3
Southland	Riverton Rocks	Owned	1	1
Southland	Southland	Leased	2	3
Southland	TeAnau	Leased	4	2
Southland	TeRangi	Leased	3	3
Southland	Thornbury	Leased	2	2
Southland	Tokonui	Owned	1	1
Southland	Tuatapere	Owned	2	4
Southland	Waihopai	Leased	5	5
Southland	Waikaka	Leased	1	1
Southland	Waikiwi	Leased	3	4
Southland	Waverley	Leased	5	4
Southland	Winton Central	Leased	3	3
Southland	Winton RSA	Leased	3	3
Southland	Woodlands	Leased	2	3
Southland	Wyndham	Leased	2	2
Southland	Youth Bowls	N/A		
Taranaki	Alton Bowling Club	Owned	3	3
Taranaki	Awakino Bowling Club	Owned	2	2
Taranaki	Clifton Park Bowling Club <b>(Merged with Waitara)</b>			
Taranaki	Fitzroy Bowling Club	Leased	4	4
Taranaki	Hawera Bowling Club	Owned	3	3
Taranaki	Hawera Park Bowling Club	Leased	5	4
Taranaki	Inglewood Bowling Club	Owned	3	3
Taranaki	Kaponga Bowling Club	<b>(Closed)</b>		
Taranaki	Lepperton Bowling Club	Owned	3	2
Taranaki	Manaia Bowling Club	Owned	3	3
Taranaki	New Plymouth Bowling Club	Leased	5	4
Taranaki	Nolantown Bowling Club	Leased	3	3
Taranaki	Oakura Bowling Club	Owned	3	3



Taranaki	Okato Bowling Club	Owned	3	4
Taranaki	Opunake Bowling Club	Owned	4	3
Taranaki	Otakeho Bowling Club	<b>(Closed)</b>		
Taranaki	Paritutu Bowling Club	Owned	5	5
Taranaki	Patea Bowling Club	<b>(In recess)</b>		
Taranaki	Pihama Bowling Club	Leased	2	2
Taranaki	Port View Bowling Club	Leased	2	3
Taranaki	Rahotu Bowling Club	Owned	3	3
Taranaki	Smart Road Bowling Club	Owned	4	3
Taranaki	Stratford Bowling Club	Owned	4	4
Taranaki	Tariki Bowling Club	Owned	3	3
Taranaki	Tasman Bowling Club	<b>(Closed)</b>		
Taranaki	Urenui Bowling Club	Owned	2	2
Taranaki	Vogeltown Bowling Club	Owned	5	5
Taranaki	Waimea Bowling Club	Owned	4	4
Taranaki	Waitara Bowling Club	Leased	4	4
Taranaki	West End Bowling Club	Leased	5	5
Thames Valley	Coromandel	Owned	3	1n-4
Thames Valley	Hauraki Women's	Council & Golf Club	2	1n-4
Thames Valley	Hauraki	Council & Golf Club	2	1n-4
Thames Valley	Hikutaia	Leased	2	1n-3
Thames Valley	Kerepehi	Leased	2	2s-3
Thames Valley	Leander Park	Cosmopolitan club owns	5	1s - 3
Thames Valley	Mercury Bay	Leased	4	1n-3
Thames Valley	Paeroa	Leased	2	2n-4
Thames Valley	Pauanui	Golf Course owns	5	2n-4
Thames Valley	Tahuna	Leased	2	1n-1
Thames Valley	Tairua Inc	Leased	3	2n-3
Thames Valley	Tairua Country	Cosmopolitan club owns	3	1n-3
Thames Valley	Te Aroha Domain	Leased	2	1n-1

Thames Valley	Thames Women's	Merged with men		
Thames Valley	Thames	Owned	3	2n-3,1s-5
Thames Valley	Thames Coast	Leased	3	1n-5,1s-3
Thames Valley	Tui Park	Leased	3	2n-3
Thames Valley	Waihi Beach	Owned RSA	5	1n-3
Thames Valley	Waihi	Leased	3	2n-1
Thames Valley	Waitoa Women's	Merged with men		
Thames Valley	Waitoa	Leased	3	1n-5
Thames Valley	Whangamata	Leased	3	2n-4
Waikato	Arapuni	Leased	3	1n-3
Waikato	Beerescourt	Leased	3	2n-3
Waikato	Cambridge	Leased	3	2s-3
Waikato	Central	Leased	4	1n-4, 1s-5
Waikato	Claudlands	Leased	4	2.5n-3
Waikato	Frankton Jct	Cosmopolitan club owns	5	2n-4
Waikato	Frankton Rly	Leased	4	1s-4
Waikato	Glenview	Cosmopolitan club owns	2	1n-3
Waikato	Hamilton City	Leased	3	2n-3, 1s-5
Waikato	Hamilton Cosmo	Cosmopolitan club owns	3	1s-3
Waikato	Hamilton United	Leased	3	1n-3
Waikato	Hillcrest	Leased	3	3n-5
Waikato	Hinuera	Owned	3	1n-5
Waikato	Huntly	Owned	3	1n-3
Waikato	Huntly West	Leased	3	1n-2
Waikato	Kawhia	No longer exists		
Waikato	Kihikihi	Leased	2	2n-3
Waikato	Leamington	Leased	3	2n-3
Waikato	Manunui	Owned	3	1n-3
Waikato	Matamata	Owned	2	1n-3, 1s-2



Waikato	Matamata RSA	Owned by RSA	3	1n-3
Waikato	Matamata RSA Women	Owned by RSA	3	1n-3
Waikato	Morrinsville	Leased	3	2n-3
Waikato	Morrinsville RSA	Owned by RSA	3	1n-3
Waikato	Ngaruawahia	Leased	4	1n-4
Waikato	Ohaupo	Leased	2	1n-2
Waikato	Orini	No longer exists		
Waikato	Otorohanga	Leased	3	2n-4
Waikato	Pio Pio	Owned	3	1n-3
Waikato	Pirongia	Leased	4	1n-3
Waikato	Putaruru	Owned	3	1n-3, 1s-5
Waikato	Raglan	Cosmopolitan club owns	3	1n-4, 1s-3
Waikato	Rewa	Cosmopolitan club owns	4	2n-4
Waikato	Taumarunui	Leased	3	1n-3
Waikato	Taupiri	Owned	3	1n-3
Waikato	Te Awamutu	Leased	3	2n-4
Waikato	Te Kuiti	Leased	3	1n-3, .5s-4
Waikato	Te Rapa	No longer exists		
Waikato	Tokoroa	Cosmopolitan club owns	3	2n-4
Waikato	Tokoroa Cosmo	Cosmopolitan club owns	3	2n-4
Waikato	Waharoa	No longer exists		
Waikato	Walton	No longer exists		
Wairarapa	Masterton Bowling Club	Owned	3	5
Wairarapa	Masterton Park Bowling Club	Leased	3	2
Wairarapa	Lansdowne Bowling Club	Owned	3	3
Wairarapa	Carterton Bowling Club ( <b>Now Carrington BC</b> )	Owned	3	3
Wairarapa	Greytown Bowling Club	Owned	3	Recently re-laid
Wairarapa	Eketahuna Bowling Club	Owned	3	4

Wairarapa	South End Bowling Club <b>(Now Carrington BC)</b>		Closed	Closed
Wairarapa	Featherston Bowling Club	Owned	3	4
Wairarapa	Martinborough Bowling Club	Owned	3	2
Wanganui	Aramoho	Owned	4	4.5
Wanganui	Castlecliff	Owned	3.5	4
Wanganui	Centennial Park <b>(Merged with Marton BC)</b>			
Wanganui	Durie Hill	Leased	3	4
Wanganui	Gonville Women's	Leased	2.5	4
Wanganui	Gonville	Owned	4	5
Wanganui	Hunterville	Owned	3	3
Wanganui	Laird Park	Leased	5	4
Wanganui	Marton	Owned	4	3.5
Wanganui	Ohakune	Owned	4	3
Wanganui	Raetihi	Owned	4	3
Wanganui	Rapanui	Leased	3	3
Wanganui	Taihape	Leased	3	3
Wanganui	Victoria	Owned	3	1
Wanganui	Wanganui	Owned	5	4.5
Wanganui	Wanganui East	Owned	4	4.5
Wanganui	Waverley	Leased	5	5
Wellington	Berhampore	Leased	1	1
Wellington	Central <b>(Now Petone Central)</b>	Leased	3	3
Wellington	Eastbourne	Owned	3	2
Wellington	Hataitai	Owned	2	1
Wellington	Hutt	Owned	4	4
Wellington	Island Bay	Owned	4	3
Wellington	Johnsonville	Owned	3	4
Wellington	Karori	Owned	3	3
Wellington	Khandallah	Owned	4	4
Wellington	Lower Hutt Womens <b>(Now Massey Avenue)</b>		Closed	Closed
Wellington	Lyall Bay	Owned	3	3
Wellington	Miramar	Leased	2	2
Wellington	Naenae	Leased	4	5

Wellington	Newtown	Owned	2	3
Wellington	Park Avenue	Leased	3	3
Wellington	<b>Petone (Now Petone Central)</b>		Closed	Closed
Wellington	Plimmerton	Owned	4	3
Wellington	Porirua City	Leased	2	1
Wellington	<b>Porirua Hospital (Closed)</b>		Closed	Closed
Wellington	Seatoun	Owned	4	2
Wellington	Silverstream	Leased	4	3
Wellington	Stokes Valley	Leased	3	3
Wellington	Taita	<b>(Closed)</b>		
Wellington	Tawa	Leased	4	4
Wellington	Tawa Services	Owned	2	4
Wellington	Terawhiti	Leased	3	3
Wellington	The Park	Leased	3	2
Wellington	Thorndon	<b>(Closed)</b>		
Wellington	Titahi Bay	Owned	3	3
Wellington	Upper Hutt	Owned	4	4
Wellington	Victoria	Leased	3	3
Wellington	Vogelmorn	Part Leased	2	1
Wellington	Wainuiomata	Leased		
Wellington	Wellington	<b>(Closed)</b>		
Wellington	Whakatiki	<b>(Closed)</b>		
Wellington	Whitby	Owned	4	3
Wellington	Wilton	Leased	5	4
Wellington	<b>Woburn (Now Massey Avenue)</b>	Leased	3	3
Wellington	Workingmen's	Leased	2	3
West Coast	Blaketown	Leased	3	2
West Coast	Cobden	Owned	4	3
West Coast	Dobson	Owned	3	2
West Coast	Greymouth	Sold FH - playing out of Cobden		
West Coast	Greymouth RSA	Closed		



West Coast	Hokitika	Owned	4	3
West Coast	Karoro	Leased	4	3
West Coast	Reefton	Owned	2	0



## Appendix 2: Country Clubs – One club communities

Country Clubs					
Region	Club Name	District	Formed	Natural	Artificial
Auckland	Piha Combined Bowling Club	Auckland	1955	1	0
Bay of Plenty	Edgecumbe Bowling Club	Edgecumbe	1956	1	0
Bay of Plenty	Katikati Bowling Club	Katikati	1929	2	0
Bay of Plenty	Kawerau Bowling Club	Kawerau	1955	0	2
Bay of Plenty	Ngongotaha Bowling Club	Rotorua	1935	2	0
Bay of Plenty	Ohope Bowling Club	Ohope	1950	0	2
Bay of Plenty	Opotiki Bowling Club	Opotiki	1904	1	1
Bay of Plenty	Reporoa Bowling Club	Reporoa	1979	1	0
Bay of Plenty	Taneatua Bowling Club	Taneatua	1910	1	0
Bay of Plenty	Te Puke Club Inc	Te Puke	1909	2	0
Bay of Plenty	Turangi Bowling Club	Turangi		1	1
Bay of Plenty	Whakatane Bowling Club	Whakatane	1907	3	0
Buller	Karamea Bowling Club	Karamea			0
Buller	Murchison Bowling Club				
Canterbury	Akaroa Bowling Club	Akaroa			1
Canterbury	Amberley Bowling Club	Amberley		1	0
Canterbury	Bowls Oxford	Oxford		1	0
Canterbury	Cheviot Bowling Club	Cheviot		1	0
Canterbury	Coalgate Bowling Club	Darfield			1
Canterbury	Cust Bowling Club	Cust		1	0
Canterbury	Darfield Bowling Club	Darfield		1	0
Canterbury	Diamond Harbour Bowling Club	Lyttelton		1	0
Canterbury	Dunsandel Bowling Club	RD2 Leeston			1
Canterbury	Greta Valley Bowling Club	Christchurch		2	0
Canterbury	Hawarden Bowling Club	Hawarden		1	0
Canterbury	Hinds Bowling Club	Ashburton		1	0
Canterbury	Kirwee Bowling Club	Kirwee		1	0
Canterbury	Leeston Bowling Club	Leeston		1	0
Canterbury	Lincoln Bowling Club	Lincoln		1	0



Canterbury	Mandeville Bowling Club	Kaiapoi		1	0
Canterbury	Methven Bowling Club	Methven		1	0
Canterbury	Rakaia Bowling Club	Ashburton		1	0
Canterbury	Rangiora Bowling Club	Rangiora		2	1
Canterbury	Sheffield Bowling Club			1	0
Canterbury	Southbridge Bowling Club	Southbridge		1	0
Canterbury	Tai Tapu Bowling Club	Tai Tapu		1	0
Canterbury	Tinwald Bowling Club	Ashburton		1	0
Canterbury	Waiau Bowling Club	Waiau		1	0
Canterbury	Waikari Bowling Club	Nth Canterbury		1	0
Canterbury	West Melton Bowling Club	Christchurch		1	0
Counties Manukau	Clarks Beach Bowling Club	Auckland	1974	1	0
Counties Manukau	Clevedon Bowling Club	South Auckland	1923	1	0
Counties Manukau	Grahams Beach Bowling Club	Waiuku	2005	1	0
Counties Manukau	Hunua Bowling Club	Papakura	1952	1	0
Counties Manukau	Karaka Bowling Club	Papakura	1952	1	0
Counties Manukau	Onewhero Bowling Club	Tuakau	1953	1	0
Counties Manukau	Pukekawa Bowling Club	Franklin	1952	1	0
Counties Manukau	Te Kauwhata Bowling Club	Franklin	1953	1	0
Counties Manukau	Tuakau Bowling Club	Franklin	1922	2	0
Counties Manukau	Waipipi Bowling Club	Waiuku	1947	1	0
Counties Manukau	Waiuku Bowling Club	Franklin	1907	2	0
Dunedin	Dunback Bowling Club	Otago	1935	1	0
Dunedin	Karitane Bowling Club	Karitane	1946	1	0



Dunedin	Outram Bowling Club	Dunedin	1900	1	0
Dunedin	Palmerston Bowling Club	Otago	1898	1	0
Dunedin	Port Chalmers Bowling Club	Dunedin	1892	1	0
Dunedin	Portobello Bowling Club	Dunedin	1935	1	0
Dunedin	Waikouaiti Bowling Club	Dunedin	1907	1	0
Far North	Coopers Beach Combined Bowling Club	Mangonui	1961	0	2
Far North	Hokianga Bowling Club	Rawene	1925	1	
Far North	Houhora Bowling Club	Far North	1982	1	
Far North	Kaeo Bowling Club	Kaeo	1957	1	
Far North	Kaikohe Bowling Club	Kaikohe	1925	0	1
Far North	Kawakawa Bowling Club	Kawakawa	1912	2	
Far North	Kerikeri Bowling Club	Kerikeri	1949	0	1
Far North	Kohukohu Bowling Club	Kohukohu	1960	1	
Far North	Okaihau Bowling Club	Okaihau	1951	1	
Far North	Opononi Bowling Club	Opononi	1985	1	
Far North	Oruru Bowling Club	Taipa	1952	1	
Far North	Russell Bowling Club	Russell	1923	1	
Far North	Waimamaku Combined Bowling Club	Waimamaku	1955	1	
Far North	Waitangi Bowling Club	Pahia	1953	1	
Gisborne-East Coast	Te Karaka Bowling Club	Gisborne			0
Gisborne-East Coast	Tolaga Bay Bowling Club	East Coast			0
Gisborne-East Coast	Wairoa Bowling Club	Wairoa			0
Hawkes Bay	Bay View Bowling Club	Napier	1976	0	2
Hawkes Bay	Norsewood Bowling Club		1948	2	0
Hawkes Bay	Otane Bowling Club	Hawkes Bay	1937	1	0
Hawkes Bay	Waipawa Bowling Club	Hawkes Bay	1904	2	0
Hawkes Bay	Waipukurau Bowling Club	Hawkes Bay	1908	1	1
Kapiti Coast	Kapiti Bowling Club	Kapiti	1949	0	2
Kapiti Coast	Manakau Bowling & Sports Club	Via Levin	1999	1	0



Kapiti Coast	Paekakariki Bowling Club	Kapiti	1932	1	0
Kapiti Coast	Paraparaumu Beach Bowling Club	Kapiti	1939	3	0
Kapiti Coast	Raumati South Bowling Club		1945	1	1
Kapiti Coast	Waitarere Beach Bowling Club	Levin	1954	1	0
Manawatu	Ashhurst Bowling Club:	Ashhurst	1982	1	0
Manawatu	Bulls Bowling Club	Bulls	1919	2	0
Manawatu	Dannevirke Bowling Club	Dannevirke		3	0
Manawatu	Foxton & Beach Bowling Club	Foxton Beach	2006	2	0
Manawatu	Himatangi Beach Bowling Club	Himatangi Beach	1992	1	0
Manawatu	Johnston Park Bowls Inc	Feilding	2007	3	0
Manawatu	Kimbolton & Districts Bowling Club	Feilding RD 7	1987	1	0
Manawatu	Shannon Bowling Club	Shannon	1904	2	0
Manawatu	Te Kawau Bowling Club	Rongotea	1980	1	0
Manawatu	Woodville Bowling Club	Woodville	1899	1	0
Marlborough	Awatere Bowling Club	Marlborough	1927	1	0
Marlborough	Havelock Bowling Club	Marlborough	1936	1	0
Marlborough	Picton Bowling Club	Marlborough	1906	0	0
Marlborough	Renwick Bowling Club	Marlborough	1948	1	0
Nelson	Mapua Bowling Club	Nelson	1927	1	0
Nelson	Motueka Bowling Club	Motueka	1909	1	1
Nelson	Ngatimoti Bowling Club	Nelson	1945	1	0
Nelson	Pohara Bowling Club	Nelson	1949	1	0
Nelson	Riwaka Bowling Club	RD 3	1947	1	0
Nelson	Takaka Bowling Club	Nelson	1907	1	0
Nelson	Wakefield Bowling Club	Nelson	1911	1	0
North Harbour	Bowls Orewa	Auckland	1950	1	2
North Harbour	Bowls Warkworth	Warkworth	1923	1	1
North Harbour	Bowls Wellsford	Wellsford	1950	0	1
North Harbour	Helensville Bowling Club	Helensville	1912	2	0
North Harbour	Omaha Beach Bowling Club	Auckland	1993	0	1
North Harbour	Point Wells Bowling Club	Warkworth	1956	1	0



North Harbour	Riverhead Bowling Club	Auckland	1961	1	0
North Harbour	Waimauku Bowling Club	Auckland	1938	1	0
North Otago	Bowls Palmerston Inc	Otago	1922	1	0
North Otago	Dunback Bowling Club	Dunback		1	0
North Otago	Hampden Bowling Club	North Otago	1920	1	0
North Otago	Kurow Bowling Club	North Otago	1944	1	0
North Otago	Otematata Bowling Club	North Otago		1	0
Northland	Arapohue Bowling Club	Dargaville			
Northland	Dargaville Bowling Club	Dargaville			
Northland	Hakaru Womens Bowling Club	Mangawhai			
Northland	Hikurangi Bowling Club	Hikurangi			
Northland	Leigh Bowling Club	Leigh			
Northland	Mamaranui Bowling Club	Dargaville			
Northland	Mangawhai Bowls				
Northland	Maungakaramea Bowling Club				
Northland	Maungatapere Bowling Club	Maungatapere			
Northland	Maungaturoto Bowling Club	Maungaturoto			
Northland	Mt Manaia Bowling Club	Whangarei			
Northland	Ngunguru Bowling Club	Ngunguru			
Northland	One Tree Point Bowling Club	Ruakaka			
Northland	Ruawai Bowling Club	Ruawai			
Northland	Te Kopuru Bowling Club	Te Kopuru			
Northland	Waipu Bowling Club	Waipu			
Northland	Waipu Womens Bowling Club	Waipu			
Otago Central	Arrowtown Bowling Club				0
Otago Central	Bannockburn Bowling Club		1908		1
Otago Central	Clyde Bowling Club		1921		0
Otago Central	Cromwell Bowling Club				0
Otago Central	Hawea Bowling Club	Wanaka			0
Otago Central	Middlemarch Bowling Club	Middlemarch			0
Otago Central	Naseby Bowling Club		1930	0	0
Otago Central	Omakau Bowling Club		1911		0
Otago Central	Patearoa Bowling Club				0



Otago Central	Queenstown Bowling Club	Queenstown			0
Otago Central	Ranfurly Bowling Club		1904		2
Otago Central	Roxburgh Bowling Club		1913		0
Otago Central	Waipiata Bowling Club	Ranfurly	1937		0
Otago Central	Wanaka Bowling Club		1926		1
South Otago	Clinton Bowling Club	Clinton	1897	1	0
South Otago	Clutha Valley Bowling Club	Balclutha	1958	1	0
South Otago	Kaitangata Bowling Club	South Otago	1886	1	0
South Otago	Kaka Point Bowling Club	South Otago	1951	1	0
South Otago	Lawrence Bowling Club	Lawrence	1883	1	0
South Otago	Milton Bowling Club	Milton	1878	1	0
South Otago	Owaka Bowling Club	Owaka	1924	1	0
South Otago	Stirling Bowling Club	Balclutha	1903	1	0
South Otago	Waihola Bowling Club	South Otago	1982	1	0
Southland	Heriot Bowling Club		1946	1	0
Southland	James Macpherson Bowling Club	RD4	1937	1	0
Southland	Kingston Bowling Club	Kingston	1993	1	0
Southland	Limehills Bowling Club	Winton	1948	1	0
Southland	Limehills Womens Bowling Club	Winton		0	0
Southland	Lumsden Bowling Club	Lumsden	1938	1	0
Southland	Makarewa Bowling Club	Invercargill	1938	1	0
Southland	Mataura Bowling Club		1906	1	0
Southland	Nightcaps Mens Bowling Club	Southland	1922	1	0
Southland	Ohai Bowling Club	Southland	1940	1	0
Southland	Ohai Womens Bowling Club	Southland		0	0
Southland	Orepuki Bowling Club	Southland	1909	1	0
Southland	Otatara Bowling Club	Otatara	1949	1	0
Southland	Otautau Bowling Club	Otautau	1906	1	0
Southland	Pukemaori Bowling Club		1951	1	0
Southland	Riversdale Bowling Club	Southland	1940	1	0
Southland	Tapanui Bowling Club		1906	1	0
Southland	Te Anau Bowling Club	Te Anau	1970	1	0
Southland	Thornbury Bowling Club	RD3	1950	1	0



Southland	Tokanui Bowling Club	RD5	1992	1	0
Southland	Tuatapere Bowling Club		1934	1	0
Southland	Tuatapere Womens Bowling Club			0	0
Southland	Waikaka Bowling Club	Southland	1994	0	1
Southland	Woodlands Bowling Club	RD2	1911	1	0
Southland	Woodlands Womens Bowling Club			0	0
Southland	Wyndham Bowling Club	RD4	1910	1	0
Sth Canterbury	Fairlie Bowling Club	Fairlie	1924	1	0
Sth Canterbury	Geraldine Bowling Club	Geraldine	1909	2	0
Sth Canterbury	Pleasant Point Bowling Club	Pleasant Point	1938	1	0
Sth Canterbury	Temuka Bowling Club	Temuka	1906	2	0
Sth Canterbury	Waimate Bowling Club Inc	Waimate	1894	1	0
Taranaki	Alton Bowling Club	Patea	1948	1	0
Taranaki	Awakino Bowling Club	Mokau	1927	1	0
Taranaki	Bowls Waitara Inc.	Waitara	1907	2	1
Taranaki	Fitzroy Bowling Club	Fitzroy	1903	2	0
Taranaki	Inglewood Bowling Club	Inglewood	1905	1	1
Taranaki	Lepperton Bowling Club	New Plymouth	1933	1	0
Taranaki	Manaia Bowling Club	Manaia	1899	1	0
Taranaki	Oakura Bowling Club	Oakura	1956	1	0
Taranaki	Okato Bowling Club	Okato	1932	1	0
Taranaki	Opunake Bowling Club	Opunake	1903	2	0
Taranaki	Opunake Womens Bowling Club	Opunake		0	0
Taranaki	Pihama Bowling Club	New Plymouth	1899	1	0
Taranaki	Rahotu Bowling Club	Rahotu	1920	1	0
Taranaki	Smart Road Bowling Club	Waitara	1948	1	0
Taranaki	Stratford-Avon Bowling Club	Stratford	1900	3	0
Taranaki	Tariki Bowling Club	Inglewood	1920	1	0
Taranaki	Urenui Bowling Club	Urenui	1929	1	0
Thames Valley	Coromandel Bowling Club	Coromandel	1909	1	0
Thames Valley	Hauraki Bowling Club	Thames	1946	1	0
Thames Valley	Hauraki Womens Bowling Club	Pokeno	1952	0	0



Thames Valley	Hikutaia Bowling Club	Paeroa	1922	1	0
Thames Valley	Kerepehi Bowling Club	Paeroa	1948	1	1
Thames Valley	Leander Park Bowling Club	Whangamata	1993	0	1
Thames Valley	Mercury Bay Bowling Club	Whitianga		1	1
Thames Valley	Paeroa Bowling Club	Paeroa	1904	2	0
Thames Valley	Pauanui Bowling Club	Pauanui Beach	1984	2	0
Thames Valley	Tahuna Bowling Club	Morrinsville	1948	1	0
Thames Valley	Thames Coast Bowling Club	Thames	1969	1	1
Thames Valley	Waihi Beach Memorial RSA Bowling Club	Waihi Beach	1948	1	0
Thames Valley	Waitoa Bowling Club	Te Aroha	1948	1	0
Thames Valley	Whangamata Bowling Club	Whangamata	1952	2	0
Waikato	Arapuni Bowling Club	Arapuni		1	0
Waikato	Hinuera Bowling Club -(5 minutes from matamata)	Hinuera		1	0
Waikato	Manunui Bowling Club	Taumarunui		1	
Waikato	Ngaruawahia Bowling Club	Ngaruawahia		1	0
Waikato	Ohaupo Bowling Club	Hamilton		1	0
Waikato	Otorohanga Bowling Club	Otorohanga		2	0
Waikato	Pio Pio Bowling Club	Pio Pio		1	0
Waikato	Pirongia Bowling Club	Te Awamutu		1	0
Waikato	Putaruru Bowling Club	Putaruru		1	1
Waikato	Raglan Bowling Club	Raglan		1	1
Waikato	Taumarunui Bowling Club	Taumarunui		1	0
Waikato	Taupiri Bowling Club	Taupiri		1	0
Waikato	Te Awamutu Bowling Club	Te Awamutu		2	2
Waikato	Te Kuiti Bowling Club	Te Kuiti		1	1
Wairarapa	Carterton merging with Sth end - moving to Carterton	Carterton	1897	1	0
Wairarapa	Eketahuna Bowling Club	Eketahuna	1910	1	0
Wairarapa	Featherston Bowling Club	Featherston	1905	1	0
Wairarapa	Greytown Bowling Club	Greytown	1903	0	0
Wairarapa	Martinborough Bowling Club	Martinborough		0	0
Wairarapa	South End Bowling Club	Carterton	1960	2	0

Wanganui	Centennial Park Bowling Club Merged with Martin	Marion		1	0
Wanganui	Huntermville Bowling Club	Huntermville	1909	1	0
Wanganui	Marion Bowling Club	Marion	1904	2	0
Wanganui	Ohakune Bowling Club	Ohakune		1	0
Wanganui	Raetihi Bowling Club	Raetihi		1	0
Wanganui	Rapanui Bowling Club	Wanganui		1	0
Wanganui	Taihape Bowling Club	Taihape	1909	1	0
Wanganui	Waverley Bowling Club	Waverley	1897	1	0
Wellington	Wainuiomata Bowling Club		1971	2	0
West Coast	Dobson Bowling Club		1939	1	0
West Coast	Hokitika Bowling Club		1907	1	0
West Coast	Reefton Bowling Club		1911	0	0



### Appendix 3: Example of metrics applied to Auckland – Nth Harbour

Club	Number	Club	Number
Beach Haven	1	Belmont Park	2
Birkenhead	3	Browns Bay	7
Devonport	8	Glenfield	9
Mairangi Bay	14	Milford	16
Northcote	17	Stanley	23
Sunnybrae	24	Takapuna	25
Takapuna Services	26		



Figure 9: Nth Harbour Clubs

The red circles (Figure 4) show an area that is currently not serviced by a club. This is a possible area of growth for bowls on the north shore.



#### Appendix 4: Example of metrics applied to Auckland – Central

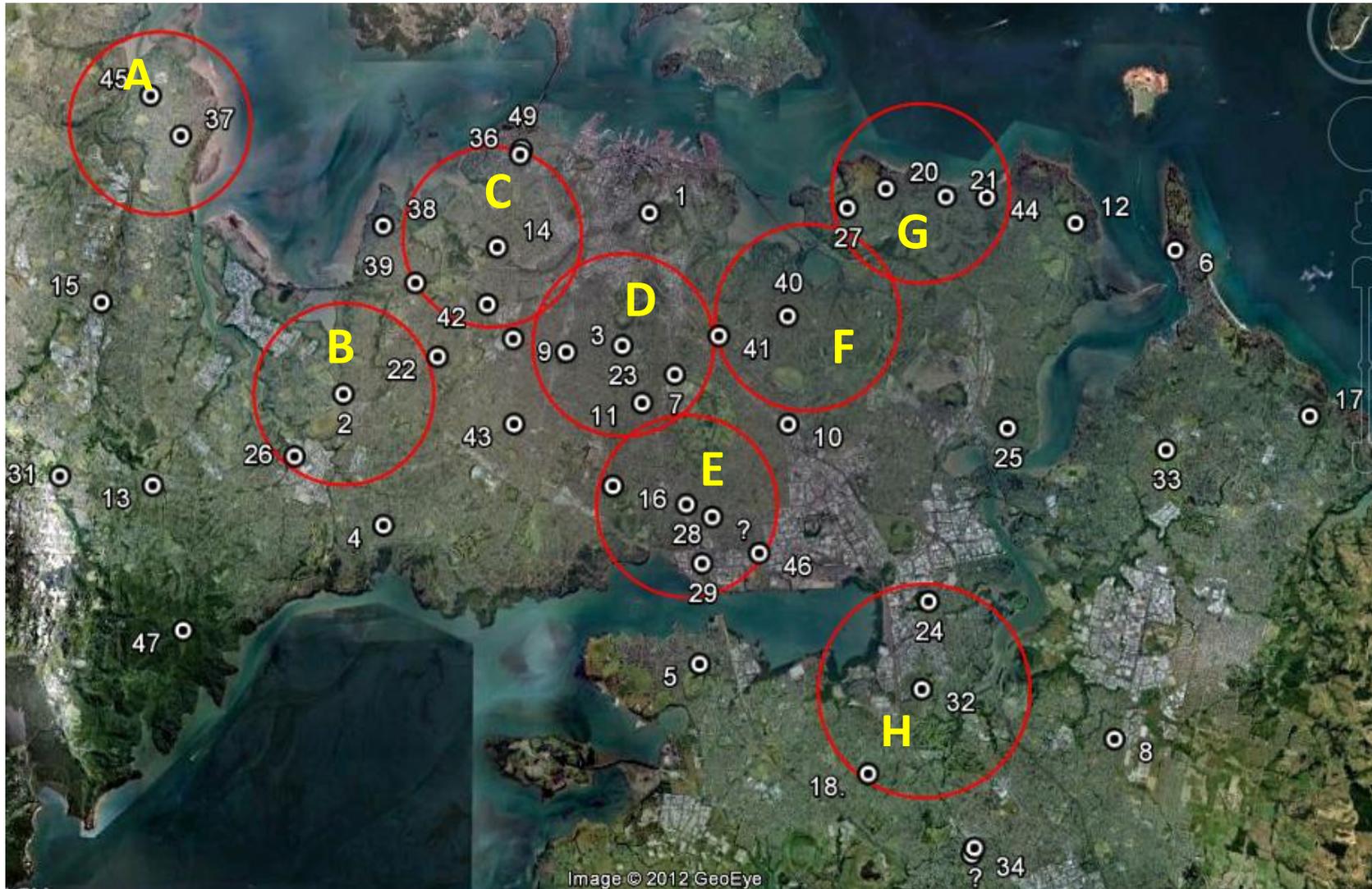


Figure 10: Map showing Bowls Partnerships

\* Each circle covers an approximately 12.5/km<sup>2</sup>

The yellow circles in Figure 5 clearly identify clubs that may be possibilities for 2020 partnership sites.

<b>Area</b>	<b>2020 partnership</b>	<b>Membership*</b>
<b>A</b>	Pringle Park (37), Te Atatu Peninsula (45)	<b>218</b> (49,132)
<b>B</b>	Avondale (2), Mt Albert (22), New Lynn (26)	<b>274</b> (60,50,85)
<b>C</b>	Grey Lynn (14), Ponsonby (36), Pt Chevalier (39), Rocky Nook (42), West End (49)	<b>354</b> (30,61,55,44,50)
<b>D</b>	Balmoral (3), Carlton Cornwall (7), Epsom (11), Mt Eden (23)	<b>376</b> (65,33,88,75)
<b>E</b>	Hillsboro (16), Onehunga (28), Onehunga RSA (29), Te Papapa (46), (unknown green)	<b>409</b> (45,105,90,37)
<b>F</b>	Rawhiti (40), Remuera (41)	<b>330</b> (94,176)
<b>G</b>	Mission Bay (20), Mission Bay Womens (21), Okahu Bay (27), St Heliers (44)	<b>456</b> (69,72,63,118)
<b>H</b>	Mangere (18), Mt Richmond (24), Otahuhu Railway (32)	<b>137</b> (39,48,24)
<b>I</b>	Birkenhead (3), Northcote (17)	<b>228</b> <b>(150), (78)</b>
<b>J</b>	Sunnybrae (24), Takapuna Bowling (25), Takapuna Services (26)	<b>214</b> <b>(96), (118), (? **)</b>
<b>K</b>	Belmont Park (2), Stanley (23)	<b>74</b> <b>(44), (31)</b>