

EASTERN RANGES BOWLS REGION



*Strategic Plan
Jan 2023*

Strategic Planning Workshop

A strategic planning workshop, facilitated by Jenny Holmes was held at Applewood Retirement Village 31st January 2023. This document is a result of that workshop.

Attendees were Board Directors:

President – GORDON BAKER (YARRA GLEN)

Vice President – MARIA GIRAMONDO (EASTWOOD GOLF)

Secretary – TONY BUCKINGHAM (MULGRAVE CC)

Treasurer – RICHARD SLUGGETT (MOUNT WAVERLEY)

Member– BRUCE AUMANN (CHIRNSIDE PARK)

Member – JENNY HOLMES (MONBULK)



Workshop Summary

- **Mission and Vision**
- **External Analysis**
- **Internal Analysis**
- **SWOT Analysis**
- **Priority Issues**
- **Gap Analysis**
- **Strategic Initiatives**
- **What next ?**



About ERBR

Eastern Ranges Bowls Region



ERBR Strategic
Planning Workshop
Jan 2023

Mission

Eastern Ranges Bowls Region (ERBR) is committed to enhancing the game of bowls.

Vision

That ERBR is to become recognised as one of the leading regions in Victoria in respect to competition results, governance and management.



The broad responsibilities of ERBR include:

1. Conduct regional events to provide pathways for players to state titles
2. Train and support umpires
3. Train and support coaches
4. Assist clubs with development needs
5. Monitor and advise clubs re-greens performance
6. Select and manage regional sides for state regional championships
7. Develop and manage youth involvement in bowls
8. Conduct night pennant competitions for ERBR clubs
9. Perform ceremonial roles and award presentations on behalf of BV and ERBR
10. Manage the business and finances of the region to support the above functions



About ERBR

The Eastern Ranges Region is made up of **33** clubs and contains the main population centres of **Glen Waverley** and **Lilydale**. The area is made up of the following LGAs: Knox City Council, Maroondah City Council, Monash City Council, Whitehorse City Council and Yarra Ranges Shire Council.

820,543	934,663	14%
Population (2019)	Projected Population (2031)	Percentage Change



About ERBR

TOTAL CLUBS = 33 (ref: 1,2,3)			
Members	4,268	Total Participation	12,231
Average members per club	129	Average participants per club	371
Participation Rate	1.3%	Metro Average Part. Rate	1.1%
Club per population ratio	24,865	Metro average club/pop ratio	28,889



About ERBR

Participation Type	Total	Participation Rate	Metro Average Part. Rate
Competition	4,009	33%	40%
Social	7,379	60%	53%
Jack Attack	843	7%	7%
Total	12,231	100%	100%



About ERBR

CLUB HEALTH SCORE

	Green (Good Health)	Amber (Moderate Health)	Red (Poor Health)	Clubs with no score
% of Clubs	30%	6%	48%	15%
Number of Clubs	10	2	16	5
Eastern Ranges Avg	70.9	Metro Average	74.5	



About ERBR

Regional Provision Summary		State	Regional	Major	District	Local
Current Facility Mix	#	0	0	6	19	9
	%	0%	0%	15%	55%	30%
Optimal Facility Mix	#	?	1	7	21	5



Facility Hierarchy



Level	Key Purpose and Core Activities	Field of Play Requirements	Supporting Infrastructure Requirements	Number of Current Facilities	Optimal Mix of Facilities (Metro Regions)	Optimal Mix of Facilities (Regional Regions)	Examples
State	<ul style="list-style-type: none"> A Centre of Excellence facility that serves as the home of bowls for the state, and facilitates high performance (HP) and talent identification, administration HQ, volunteer training, coaching, greens keeping, training etc. 	<ul style="list-style-type: none"> 2 or more greens 	<ul style="list-style-type: none"> Indoor HP training/coaching facilities Office space Meeting rooms PWD Toilet PWD Clubhouse 	0	1 for the state		N/A
Regional	<ul style="list-style-type: none"> Host National/State Championships Has the ability to accommodate large crowds and the infrastructure required for these events 	<ul style="list-style-type: none"> 2 or more greens 	<ul style="list-style-type: none"> Undercover green Bistro Function Room PWD Toilet PWD Clubhouse 70 or more carparks 	12	6	14	Moama Traralgon
Major	<ul style="list-style-type: none"> Host regional level competitions Would typically include a clubhouse and amenities suitable for hosting spectators, presentations and awards 	<ul style="list-style-type: none"> 1 or more greens 	<ul style="list-style-type: none"> Lighting Bistro Function Room PWD Toilet PWD Clubhouse 50 or more carparks 	45	29	41	Werribee Ferntree Gully
District	<ul style="list-style-type: none"> Host interclub and pennant competition Provide facilities to host social events for people that live within the area Provision of a clubhouse with kitchen and bar facilities 	<ul style="list-style-type: none"> 1 or more greens 	<ul style="list-style-type: none"> Function Room PWD Toilet PWD Clubhouse 25 or more carparks 	142	77	115	Croydon Horsham Sunnyside
Local	<ul style="list-style-type: none"> Create accessibility and exposure for bowls in local communities Small clubroom with basic amenities Primary activity is to deliver club competitions 	<ul style="list-style-type: none"> 1 green 	<ul style="list-style-type: none"> Basic clubhouse and amenities 	311	44	189	Clifton Springs Macedon Ranges

Note: While there are 12 regional level bowls facilities, it is assumed that each level of the hierarchy meets the level below, however there will be anomalies where some facilities cross over between levels. As the population catchments for regional areas are vastly different to metro areas, the optimal mix of facilities is different for regional and metro regions.

About ERBR

Data Sources:

1. Bowls Victoria. Victorian Facilities and Participation Data, June 2019
2. Bowls Australia. National Participation Census, 2018-19
3. Bowls Australia. Spreadsheets provided by RBM's, 2020
4. SBP Calculation based on data sources, 2020
5. ABS. Annual Estimated Resident Population, 2018/19
6. DELWP. Victoria in Future 2019 Population Projections, 2019.



External Analysis: key insights and implications

Other region strategic plans:

[Yarra Bowls Region Strategy Plan 2021-22, October 2021](#)

[Northern Gateway Bowls Region Action Plan 2017-22, March 2017](#)

[CDBA Strategic Plan 2018-2022](#)

[Auckland Strategic Plan 2021-26](#)

[Bowls Wellington Strategic Plan 2021-31](#)



External Analysis: key insights and implications

Industry Publications:

[BA Club Support Strategic Planning, NSW Dept. of Sport & Rec. & BA](#)

[BA Strategic Plan 2020-22, Bowls Unleashed, 2020](#)

[Annual Report, BV, October 2021](#)

[BV Strategic Plan Final, 2018-2022](#)

[Rolling Towards 2030, Facilities Strategy Report, BV, 2020](#)



External Analysis: **key insights and implications**

Potential future impacts of existing and emerging trends:

[Sport Governance Principles, Aust Sports Commission, March 2020](#)

[Environmental Sustainability Strategy, BA, April 2021](#)

[Sport Flyer Inclusion Alliance, 2020](#)

[Sport-Club-Toolkit-Inclusion-Alliance, 2020](#)

[Participant Experience Survey, National Women in Bowls Working](#)

[Party, BA, November 2020](#)

[“Bowls Victoria to commence Reconciliation Action Plan”](#)

<https://www.bowlsvic.org.au/2022/06/01/bv-to-commence-rap/>



Internal Analysis: key insights and implications

Recent ERBR Situation:

[Constitution of ERBR, September 2021](#)

[Sample Region Regulations, BV, Region Support, May 2020](#)

[Role of an RBM, Club Support, BA, May 2017](#)



Internal Analysis: key insights and implications

ERBR performance history

Performance relative to state benchmarks—what are the benchmarks?

Competitive environment – on and off the greens

Profiling ERBR facilities compared to other regions

Financial trends/sponsorship

Survey of members “Draft ERBR Members’ Survey”, July 2022

Click on link:

<https://forms.gle/y93PodVRFmxfXuk68>



SWOT Analysis

Brainstorming under headings:

Strengths

Weaknesses

Opportunities

Threats



STRENGTHS

- We have a Board
- We have set fees
- We have a disciplinary subcommittee
- We have given out 140 super vet badges this season
- ERBR finance is stable

WEAKNESSES

- Communications between Region and BV
- Communications between subcommittees and Board
- Lack of Board members on subcommittees
- Lack of monthly Board meetings during season
- Lack of communication between Clubs and Board



OPPORTUNITIES

- Junior development
- Disability development
- Pathways— Regional and State reps put back in
- Review COPs with a subcommittee of 6
- Review of Region constitution after BV completes their constitution
- Strengthen umpires' pathway
- Activate subcommittees with a Director reporting to Board

THREATS

- BV changing policies without consultation
- Lack of governance from BV
- Extreme weather events, including lightning
- Extreme heat guidelines in COPs, currently 36 degrees, to be changed





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- 1 Lack of monthly board meetings during season
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OPPORTUNITIES

- Junior development
- 2 Disability development
- 3 Pathways— regional and state reps put back in
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Gap Analysis

Establish under headings:

Where are we now?

Where do we want to be in 5 years?



Gap Analysis:

Where are we now?

Where do we want to be in 3 years?



WHERE ARE WE NOW?

Key steps to bridge gap



WHERE DO WE WANT TO BE?
(with the right KPIs)



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ACTION PLAN

Focus area	Action item	Person responsible	Completion date	Budget/resources needed	Performance measure
1. Lack of monthly board meetings during season	<ul style="list-style-type: none"> In conjunction with the Chairperson, initiate Board meeting schedule and agenda. 	Secretary Chairperson	August 2023	Computer, calendar, director email addresses	<ul style="list-style-type: none"> Monthly board meetings held during season. Board performance based on ERBR's goals and mission. Are your goals being achieved, or not, or only in part? What role does the Board play in this?
	<ul style="list-style-type: none"> Establish governance subcommittee to ensure our corporate governance structures, procedures and protocols match our needs and are in-line with societal expectation and the law. 	Governance subcommittee			
	<ul style="list-style-type: none"> Undertake a comprehensive induction program for all new Board members. 	Governance subcommittee			
	<ul style="list-style-type: none"> Board members will be encouraged to undertake a number of relevant online governance courses offered by Sports Integrity Australia. 	Governance subcommittee			
	<ul style="list-style-type: none"> Undertake a Board performance review. 	Governance subcommittee			



ACTION PLAN

Focus area	Action item	Person responsible	Completion date	Budget/resources needed	Performance measure
<p>2. Lack of communication between clubs and board.</p> <p>3. Improve both the type of communication and the channels used to communicate to all stakeholders</p>	<ul style="list-style-type: none"> • Further education on use of Bowlslink for regional events. • Initiate Club Delegates' meeting schedule and agenda. • Regular communications with clubs. • Update rolling calendar each year. • Plan and conduct Club development conference with RBM. • Educate clubs on keeping accurate data on participation numbers for the coming season for inclusion in the annual survey. Annual survey of clubs. • Review and update all ERBR policies at least every three years. • Establish links for grants advice on the ERBR Website 	Chairs of subcommittees, Chairperson, Secretary, Webmaster, CCOs, RBM	End of next season	Computer, CCO email addresses	<ul style="list-style-type: none"> • Improved communication at all levels. • Clubs are satisfied with level of region communications • Clubs receive advice and support from the BV Regional Bowls Manager as appropriate • At least 4 Delegates meetings per year, timed to coincide with other activity. • At least two ERBR Delegates' Meetings per year will involve forums with presentations from Clubs and panel discussions to share good practice.



ACTION PLAN

Focus area	Action item	Person responsible	Completion date	Budget/resources needed	Performance measure
4. Disability development	<ul style="list-style-type: none"> • Development of strategic partnerships. • Regular meetings (at least quarterly) of the Disability Bowls Victoria Committee. • Meeting of all selectors and coaches to develop high performance program for the year (including multi-disability players). • Identify and implement fit for purpose game formats to cater for all level of potential membership categories • Support clubs to engage with local schools. • All subcommittees to apply a disability framework to their action items. 	All Directors and subcommittees	asap, then ongoing		<p>More events and more participants.</p> <p>Region policies take into account disability issues.</p>



ACTION PLAN

Focus area	Action item	Person responsible	Completion date	Budget/resources needed	Performance measure
5. Pathways— regional and state reps put back in	<ul style="list-style-type: none"> • Deliver events, development programs and a pathway framework that guides the optimal development and support for players, coaches, officials and volunteers. • Conduct at least four clinics in our region annually. • Pathway players required to regularly report back to Pathways Coach regarding training drills/activities (both coach assigned and personal choice) they perform each month. • Review each event annually to ensure that it meets the needs of the membership. 	Region events subcommittee	By September 2023	None	<p>Club bowlers get to meet and learn from regional players at club level clinics.</p> <p>Regional teams are more widely appreciated and supported during competition.</p>



ACTION PLAN

Focus area	Action item	Person responsible	Completion date	Budget/resources needed	Performance measure
6. Activate subcommittees with a director reporting to board	<ul style="list-style-type: none"> Develop clear goals, objectives, and terms of reference for subcommittees in order to function efficiently, and the Board should ensure that these are developed BEFORE establishing the subcommittee. 	Chairperson, Subcommittees Directors	asap	Previous Terms of Reference from Region, BV.	Subcommittees activated for: <ul style="list-style-type: none"> Region events Umpires/Rules Coaches Greens Under 18 development Region side selection Night pennant Governance
7. Extreme weather events, including lightning	<ul style="list-style-type: none"> Give due consideration to BA's Environmental Sustainability Strategy. Research lightning events in relation to bowling green roofs. ERBR to develop a Region Controlling Body's Policy to determine the approach to all play in a Region event. 	All bowlers Research done by Directors, RBM Directors, subcommittee for Region events	asap asap asap		<ul style="list-style-type: none"> The safety of players and officials is the paramount consideration with all situations involving weather. Accurate information passed on to bowlers.



ACTION PLAN

Focus area	Action item	Person responsible	Completion date	Budget/resources needed	Performance measure
8. Review Championship COPs	<ul style="list-style-type: none"> Establish a temporary subcommittee of 6 bowlers. Develop clear goals, objectives, and terms of reference for subcommittee in order to function efficiently, and the Board should ensure that these are developed BEFORE establishing the subcommittee. COPs are clearly communicated to bowlers. 	Chairperson, Region events subcommittee, COPs subcommittee, Webmaster, Secretary	Sept 2023	Previous COPs	<ul style="list-style-type: none"> A clear document of COPs to be generated by the sub-committee for approval by the Board. There is transparency of information and accountability of actions by the subcommittee. Bowlers have clear understanding of COPs.



ACTION PLAN

Focus area	Action item	Person responsible	Completion date	Budget/resources needed	Performance measure
9. Strengthen umpires' pathways	<ul style="list-style-type: none"> • Initiate a review of current officials' pathways and implement endorsed recommendations. • Ensure that Umpires/Laws subcommittee is adequately resourced. • Ensure accreditation of Presenter & Assessor in ERBR to enable regular officiating and coaching courses to be held. • Identify and share recruitment initiatives across umpire groups. • Facilitate a biennial umpires' workshop focused on tutoring and umpiring development. • Identify initiatives that promote umpiring as a desirable interest within the sport. • Promotion of online officiating and coaching courses through Bowls Learn. 	<ul style="list-style-type: none"> • Umpires/Rules subcommittee and nominated Director 	<ul style="list-style-type: none"> • Before start of pennant 	<ul style="list-style-type: none"> • To be listed after review 	<ul style="list-style-type: none"> • High levels of engagement with pathways framework. • Increase in umpires across each pathway level. • Umpires feel engaged within their ERBR umpires' group and across the sport. • ERBR accredit new umpires annually • All umpires are trained and examined to a nationally consistent standard. • Tutors feel they can confidently support umpires to develop across the pathways. • Umpires feel confidence in their knowledge and technique to officiate • Every club to have at least 4 accredited umpires. • All clubs are represented at umpires' briefings and updates



WHERE TO FROM HERE?

ALL

OR

SOMETHING



ERBR Strategic
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Addendum

Playing Members of ERBR for past four years

ERBR Organisational Structure

Board

President

Vice President

Secretary

Treasurer

Committees

Championship Committee

Bowls Victoria Regional Representative

Members of Eastern Ranges Bowls Region

- NOTE: Eastern Ranges affiliation fees are based on the number of members with playing rights. Clubs have a responsibility of maintaining a current list of their members in the BowlsLink platform .

CLUB	2022-23	2021-22	2020-21	2019-20	CLUB	2022-23	2021-22	2020-21	2019-20
Ashburton	45	60	58	89	Heatherdale	60	86	95	11
Balmoral Gardens	1	8	9	8	Heathmont	136	148	151	151
Bayswater	75	99	83	104	Lilydale	142	151	172	255
Bennettswood	43	53	60	56	Mitcham	104	95	88	158
Berwick	195	221	248	264	Monbulk	73	73	79	118
Blackburn	90	86	131	46	Mooroolbark	148	157	177	164
Blackburn North	47	46	44	46	Mount Waverley	64	73	121	120
Boronia	73	73	112	107	Mulgrave CC	158	167	222	207
Box Hill RSL	50	65	83	70	Pakenham	87	97	86	
Burwood District	47	64	64		Ringwood	77	90	89	104
Cardinia Waters	43	60	49		Upwey-Tecoma	92	78	89	88
Chirnside Park CC	74	65	75	125	Vermont South	188	201	170	254
Churchill Waverley	44	57	65	65	Warburton	53	47	54	48
Cockatoo & District	10	6	28	28	Waterford Valley Lakes	0	8	8	9
Croydon	109	116	118	131	Yarra Glen	66	81	76	84
Eastwood Golf	59	51	48	83	Yarra Junction	25	25	26	38
Ferntree Gully	158	175	179	183	TOTAL MEMBERS	2,768	3,040	3,362	3,653
Glen Waverley		121	138	202					
Healesville		53	67	64					

ERBR ORGANISATIONAL STRUCTURE

BOARD:

The Board is elected annually by the Club Members within the Region.

- Attend to business raised by Region Clubs
- Present Super Vet badges and attend by request from clubs.
- Set yearly Club levy to Region.
- Keep clubs informed of important information and news.
- Approve Region expenses.
- Keep Region properly insured.
- Board members to attend monthly Board meetings during season and General (Delegates) meetings held as determined by the Board.
- Act as contact between clubs and BV.

PRESIDENT:

- The President shall, if possible, preside at all monthly Board meetings and General (Delegates) meetings from the moment of his/her election.
- The President is required to ensure that the business of the meeting is conducted properly. This includes keeping the discussions within the context of the item concerned.
- The President requests the Secretary to call a Special General Meeting of all clubs when any matter of importance requires urgent attention.
- The President should be familiar with the Region Constitution.
- The President shall represent the Region at official functions of the clubs. If he/she is unable to attend, he/she may invite another Board Member to represent the Region.
- Co signatory for signing of cheques.

VICE PRESIDENT:

- The Vice President takes on the role of President in his/her absence.

ERBR ORGANISATIONAL STRUCTURE

SECRETARY:

The Secretary is the first point of contact for the clubs and BV and handles all matters of information and communications between the clubs, BV etc.

- Collect mail from PO box and table for the attention of Board.
- Attend to all correspondence.
- Preparation of Board outgoing correspondence under Region Secretary signature.
- Download and distribute any incoming emails.
- Co signatory for signing of cheques.
- Arrange and attend Board and General (Delegates) meetings.
- Record minutes of all meetings.
- Make sure State Title Event entries reach the Championship Committee by due date.
- Organise Annual Report.
- Organise and oversee Region AGM
- After AGM:
 - Inform Consumer Affairs of Region Public Officer (usually the Secretary).
 - Lodge Annual Statement (prepared by Treasurer) with Consumer Affairs,
 - Inform all clubs of the new Board and Committees
 - Require from all clubs the names, email contact etc. of club CCO and Delegates (2) to represent the club at all General meetings.

Meetings:

- The Secretary is responsible for compiling and distribution of agenda for any meeting to Board members, clubs' CCO and Delegates.
- The minutes are prepared by the Secretary.
- All minutes should be an accurate record of each meeting, including any motions, decisions etc.
- Details of controversial matters must be recorded accurately (incl. who moved and seconded the motion) to prevent problems later.
- The minutes from previous meeting should have been presented to Delegates, Board Members and Committees Chairman. When confirmed the President adds signature and date.

The outgoing Secretary is required to assist his/her successor and hand over all records – incl. minutes and other books, forms, correspondence etc.

ERBR ORGANISATIONAL STRUCTURE

TREASURER:

- Table report of activities at Board meetings and General meetings.
- Signatory on cheques and EFT's.
- Table report for AGM.
- Make sure accounts are audited at end of financial year.
- Invest funds on behalf of the Board.
- Pay accounts with two signatories.

COMMITTEES:

- Chairman of Committee to forward report of activities to Secretary before all General (Delegates) meetings and present report at meeting.

CHAMPIONSHIP COMMITTEE:

The Championship Committee primarily manages the State Title Championships.

- Set dates for all Championships in the season.
- Request for greens from clubs.
- Inform clubs of dates of Championships (entries closing date, day/s of play etc.)
- Formulate & distribute entry forms to all clubs CCO.
- Perform the draw of the games after receiving entries from Region Secretary.
- Inform clubs of draw and club where events are held.
- Make sure the club where the event is held is supplied with the draw/cards etc.
- Make sure someone from the Board is present at the final to present winners with prizes.
- Inform BV in due time of winners of Championship events.

ERBR ORGANISATIONAL STRUCTURE

BOWLS VICTORIA REGIONAL REPRESENTATIVE (BVRR)

As defined in the Region Constitution there will be one male and one female representative elected by the Region.

- Attend Region Board and General Meetings.
- Visit Clubs within the Region on request/invitation to present Service Awards, Super Veteran badges etc. and to carry out other representative duties as requested from time to time.
- Such other tasks as requested from time to time by the Region and Bowls Victoria.
- Attend Bowls Victoria Regional Representative meetings.
- Within seven (7 days) of a meeting of the BVRR Group forward a copy of the minutes and any supporting documentation to the Region Board.
- Refer any business as requested by Bowls Victoria to the Region.
- Advise Region on matters raised by Bowls Victoria and the Regional Representative Group.
- Submit and present recommendations to Bowls Victoria on behalf of the Region.
- Refer any business as requested by Bowls Victoria to the Region.