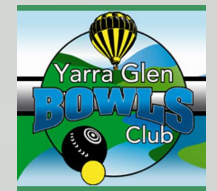




Yarra Glen Bowls Club

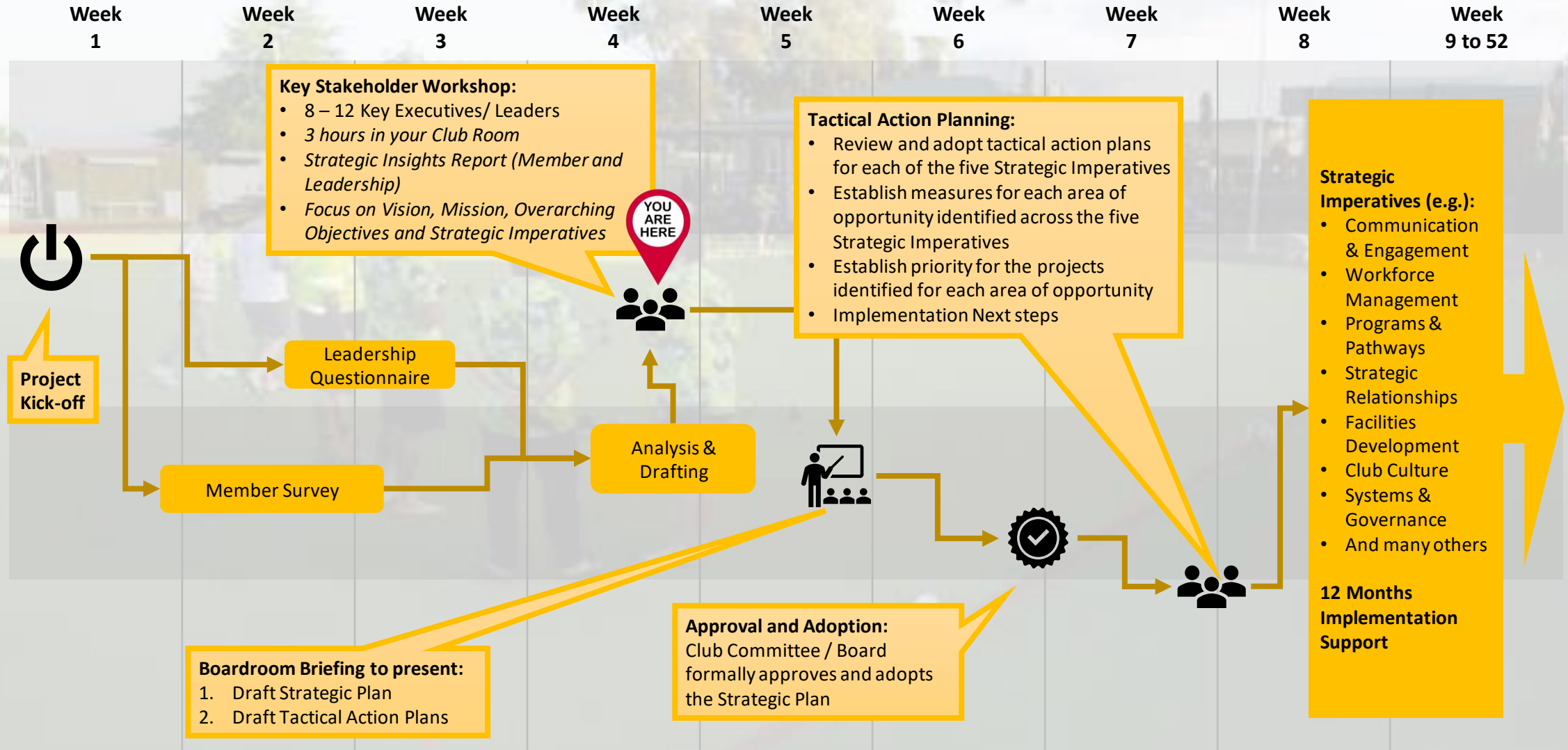
Strategic Insights Report

December 2023



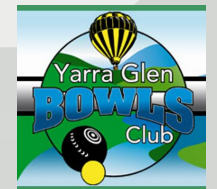
Club Builder Strategic Planning Program

Formulating the Plan

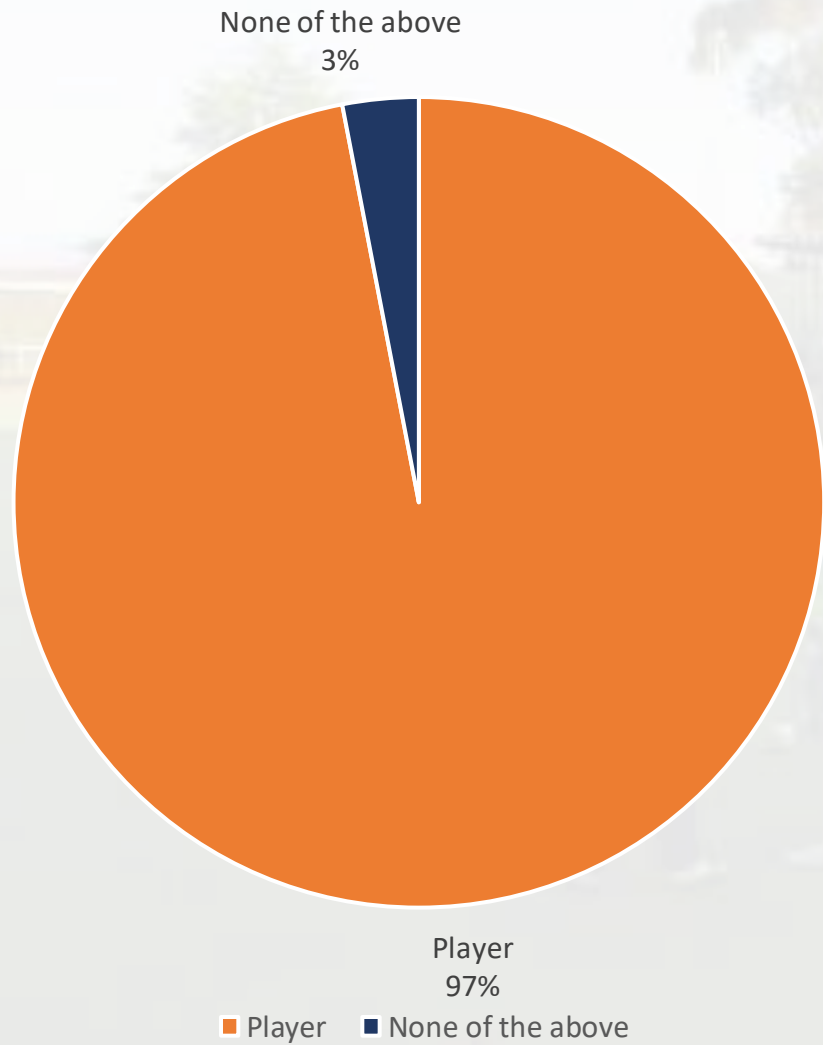


Survey Details

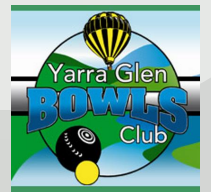
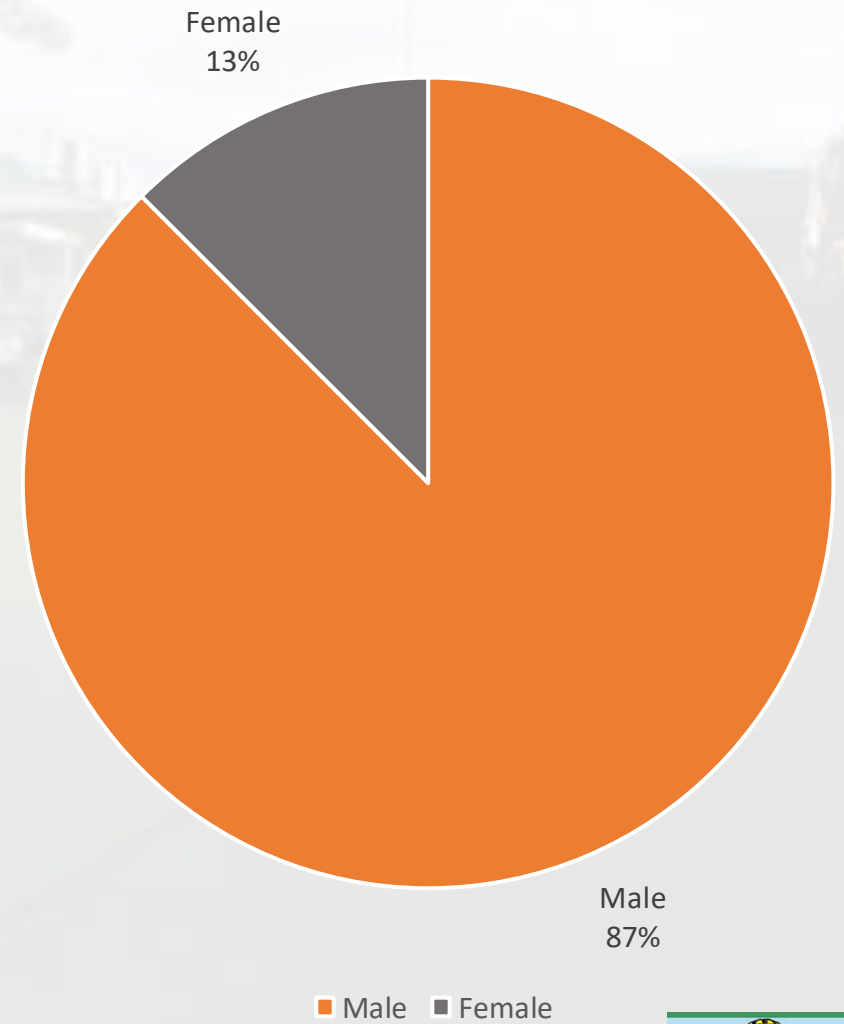
Organisation:	Yarra Glen Bowls Club
Sport:	Lawn Bowls
Peak Body:	Bowls Victoria
LGA:	Yarra Ranges Council
Survey Open:	12 th October 2023
Survey Close:	23 rd October 2023
Estimated Population:	111
No. of Member Survey Respondents:	32
No. of Leadership Questionnaire Respondents	3
Response Rate:	29%



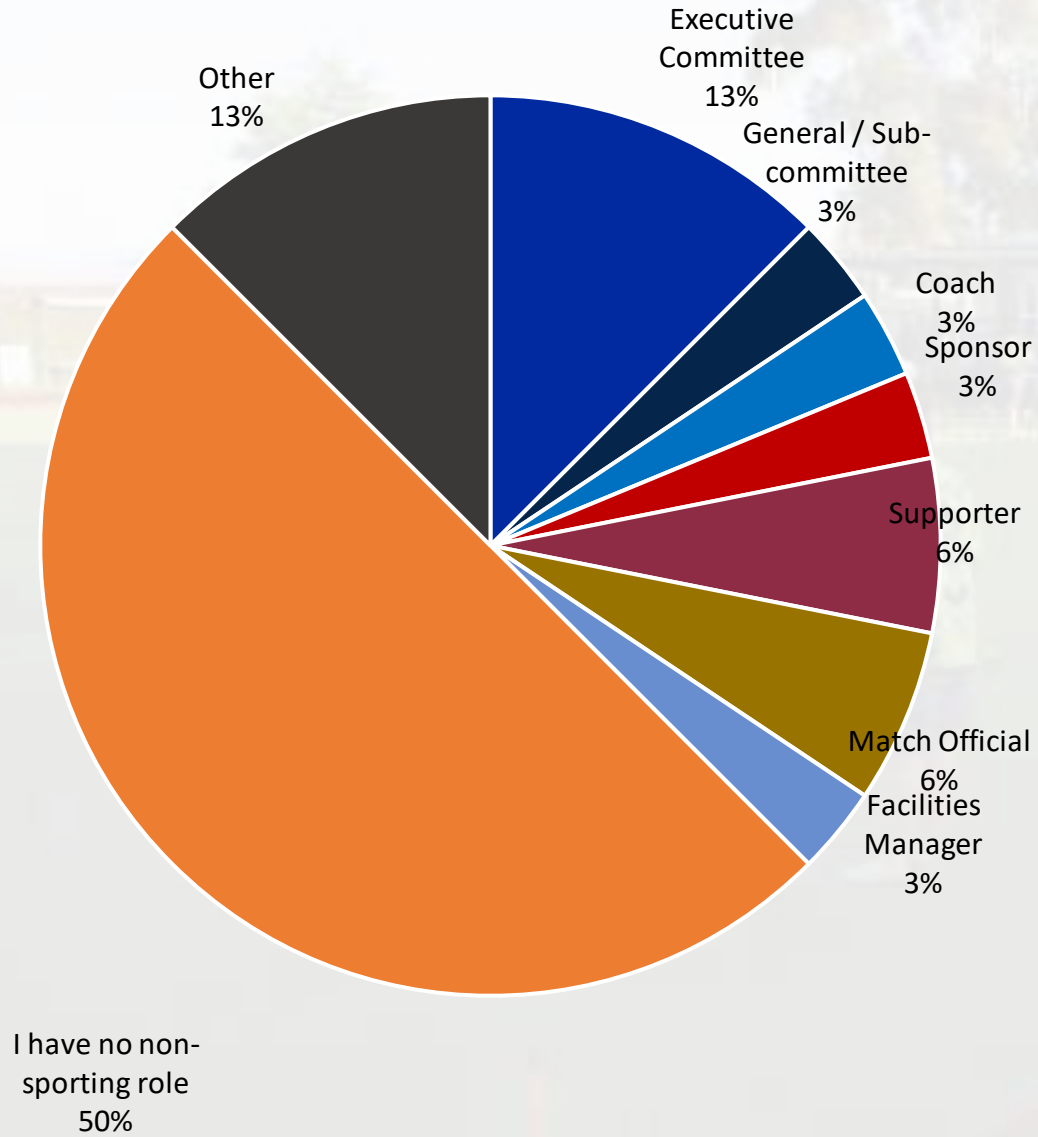
Player or Parent



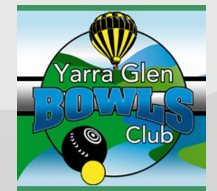
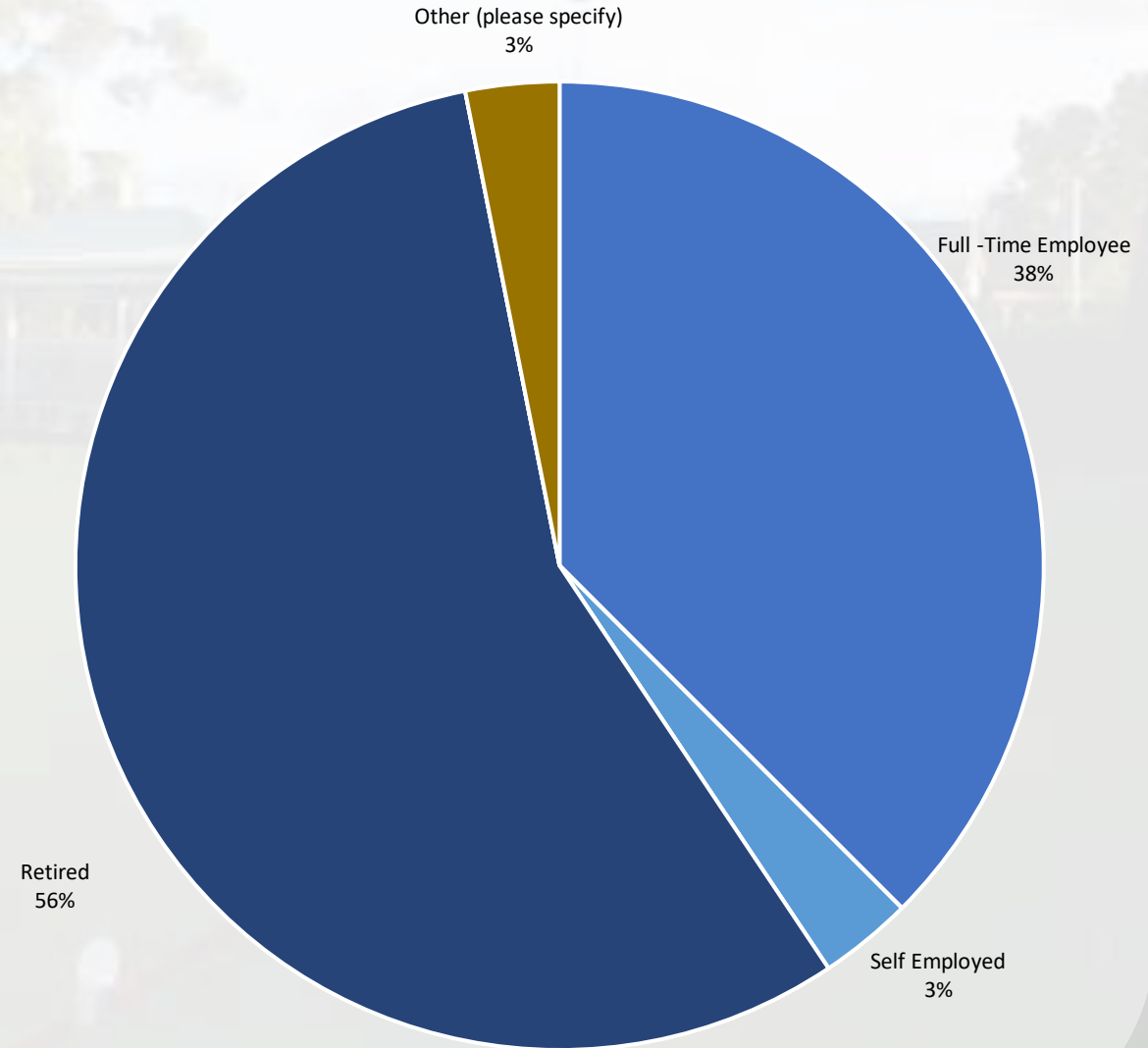
Gender



"Non-Playing" Role at the Club



Occupation

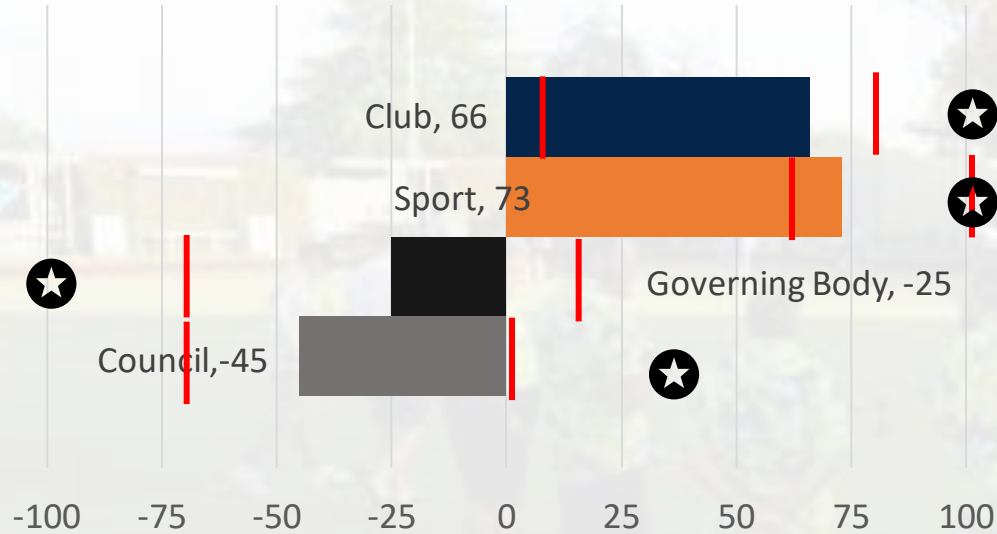


Age Demographic



Net Promoter Score Comparison

The Net Promoter Score (“NPS” or “Score”) is a measure of the loyalty that exists between a Provider and a Consumer. Below, the Consumer is the Organisation member or Respondent whilst the Provider is respectively the Organisation, Governing Body and Council.



- A score of 66 indicates a high level of loyalty between the respondents and their Club. This usually reflects a high level of engagement and satisfaction. A score of “100” for the Leadership Group is high.
- A score of 73 indicates a high level of satisfaction and strong engagement with the sport. However, it can be a reminder that not all respondents are “in love” with the game.
- A score of -25 with respect to the Governing Body suggests dissatisfaction with this relationship. Care should be taken when interpreting this data as many of the Respondents will not have a direct relationship with the Governing Body.
- A score of -45 with respect to the council suggests strong dissatisfaction with this relationship. Care should be taken when interpreting this data as many of the Respondents will not have a direct relationship with the Council. The Leadership score of 33 is particularly high in comparison to similar sporting clubs.

★ Leadership Questionnaire Responses

Calculation

Respondents are asked to score a question about the likelihood of them recommending a service or product on a scale of 0 – 10 where 0 represents least likely and 10 represents most likely

NPS is calculated by subtracting the % of Detractors from the % of Promoters and expressed as a number from -100 to +100

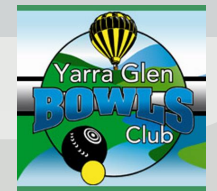
Results:

- An NPS can be as low as -100 (every respondent is a "detractor"); or
- as high as +100 (every respondent is a "promoter").

Interpretation

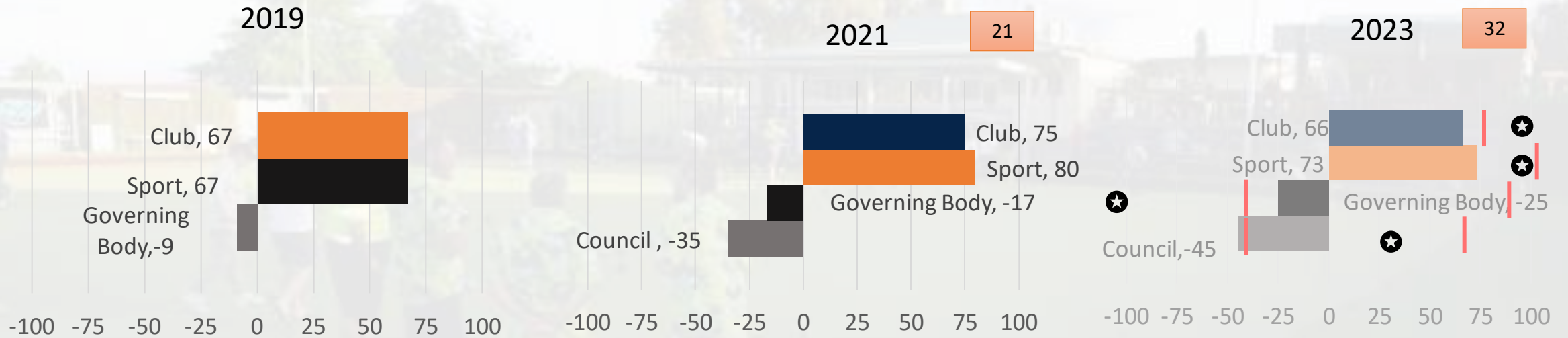
NPS scores vary across different industries, but:

- a positive NPS (i.e., one that is higher than zero) is generally deemed good;
- a NPS of +50 is generally deemed excellent; and
- anything over +70 is exceptional.



Net Promoter Score

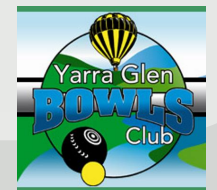
The Net Promoter Score (“NPS” or “Score”) is a measure of the loyalty that exists between a Provider and a Consumer. Below, the Consumer is the Organisation member or Respondent whilst the Provider is respectively the Organisation, Governing Body and Council.



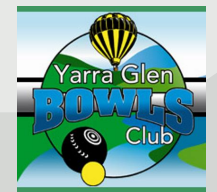
From a members perspective, the Club’s NPS score of 67 indicates that most people are very positive about the club.

A score of 75 indicates a strong sense of loyalty between the respondents and the club. This usually reflects a high level of engagement and satisfaction.

A score of 66 indicates a high level of loyalty between the respondents and their Club. This usually reflects a high level of engagement and satisfaction. A score of “80” for the Leadership Group is high.



I Am Excited About the Club Because..

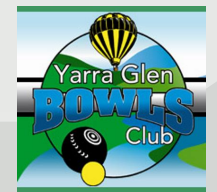


I Am Excited About the Club Because..



Common Themes

- Club's recent facility developments
 - Club's great social culture
 - Club's family friendly, social and inclusive environment
 - Club's desire to succeed
 - The passionate and friendly people at the Club
-





Member Survey Common Themes

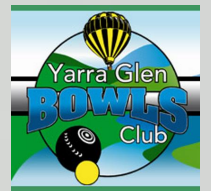
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 - Club’s great social culture
 - Club’s family friendly, social and inclusive environment
 - Club’s desire to succeed
 - The passionate and friendly people at the Club
-

I Am Excited About the Club Because..

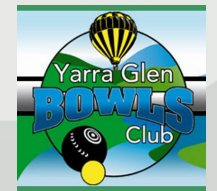
Progress with facilities
Welcoming social atmosphere
Progressive friendly club
Progress competitively

Leadership Questionnaire Common Themes

- The club’s friendly, welcoming and social atmosphere
 - The recent facility developments at the Club
 - The club’s progress on and off the green
-



I Am Worried About the Club Because..

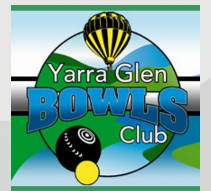


I Am Worried About the Club Because...



Common Themes

- Declining membership
- Inability to attract a younger audience to build the club's pipeline
- Club's ageing demographic
- Maintenance of greens
- A few respondents were not worried





Member Survey Common Themes

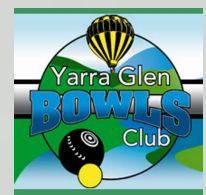
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I Am Worried About the Club Because..

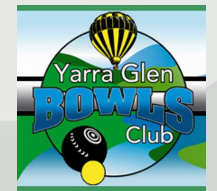
- Small club against large poker machine clubs
- Lack of volunteers
- Demographic of current members
- Member retention and recruitment
- Difficulty recruiting new members

Leadership Questionnaire Common Themes

- Club's ageing demographic
- Low volunteer engagement
- Inability to attract new members especially younger audience
- Competition from Club's with poker machines



What Are the Greatest Opportunities for the Club?

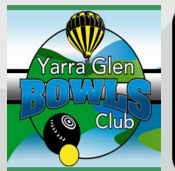


What Are the Greatest Opportunities for the Club?



Common Themes

- Capitalise on the club's upgraded facilities to host social events and engage with the community
- Grow and develop social bowls
- Attract and retain members
- Continue to develop the club rooms and facilities to enhance bowls and social experience
- Success in pennant bowls





Member Survey Common Themes

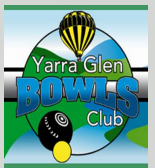
- Capitalise on the club's upgraded facilities to host social events and engage with the community
- Grow and develop social bowls
- Attract and retain members
- Continue to develop the club rooms and facilities to enhance bowls and social experience
- Success in pennant bowls

What Are the Greatest Opportunities for the Club?

- More engagement with community
- Improved membership experienced by effort from directors and volunteers
- Further development of facilities to appeal to both bowls and non-bowls community
- Broader community involvement
- Friendship

Leadership Questionnaire Common Themes

- Increased engagement with the local community
- Further develop the facility to enhance the quality of the facility and attract more members
- To provide members and visitors with a quality experience



What Are the Greatest Threats Faced by the Club?

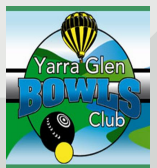


What Are the Greatest Threats Faced by the Club?



Common Themes

- Declining membership
 - Attraction and retention of new members, especially the younger audience
 - Competition from other sports
 - Rising operational costs
-





Member Survey Common Themes

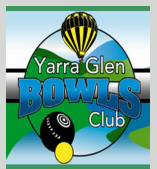
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What Are the Greatest Threats Faced by the Club?

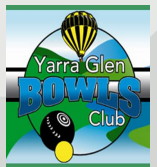
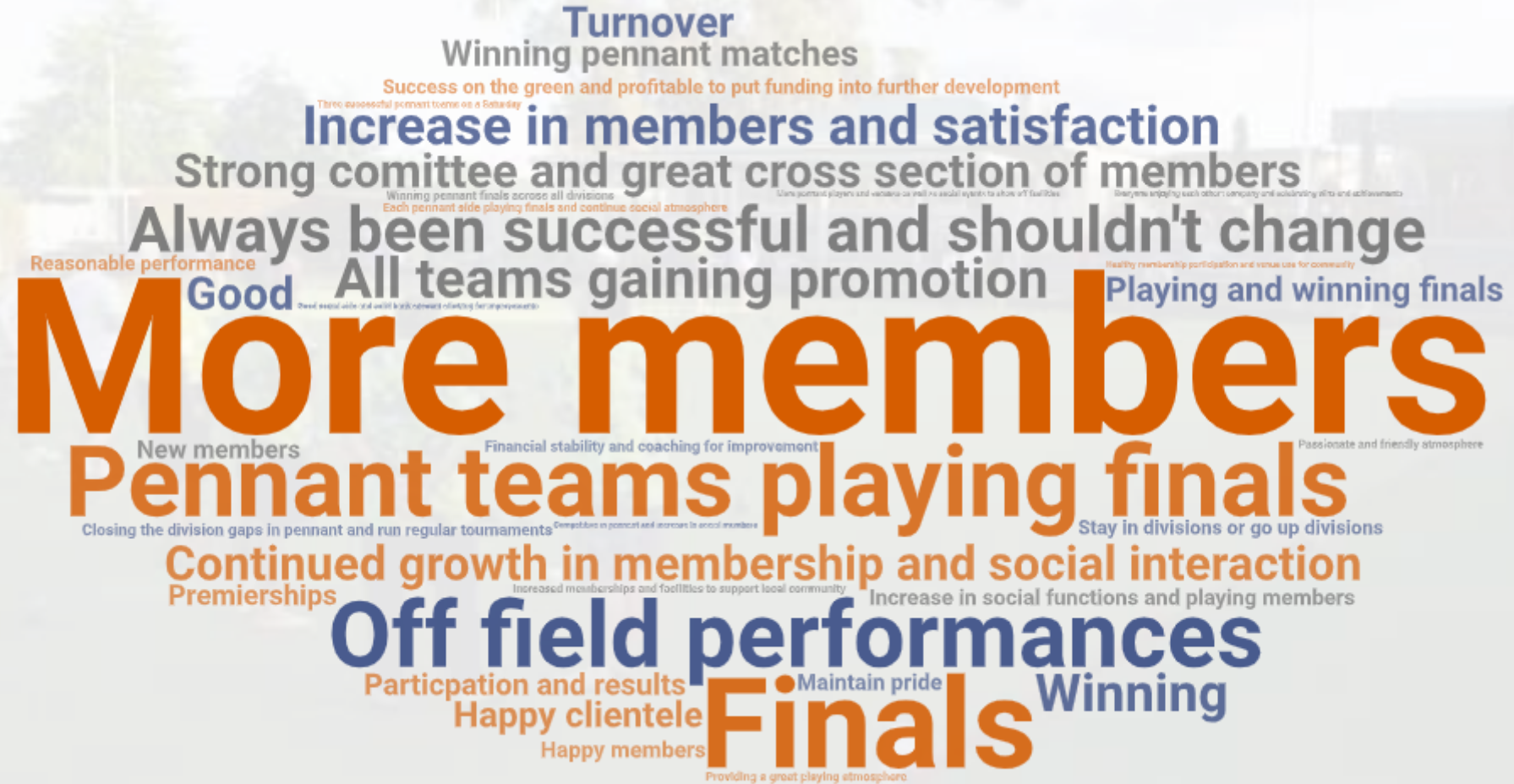
Small membership
 Leaving too much to too few
Complacency and lack of care
 Sufficient membership to remain competitive
Finances

Leadership Questionnaire Common Themes

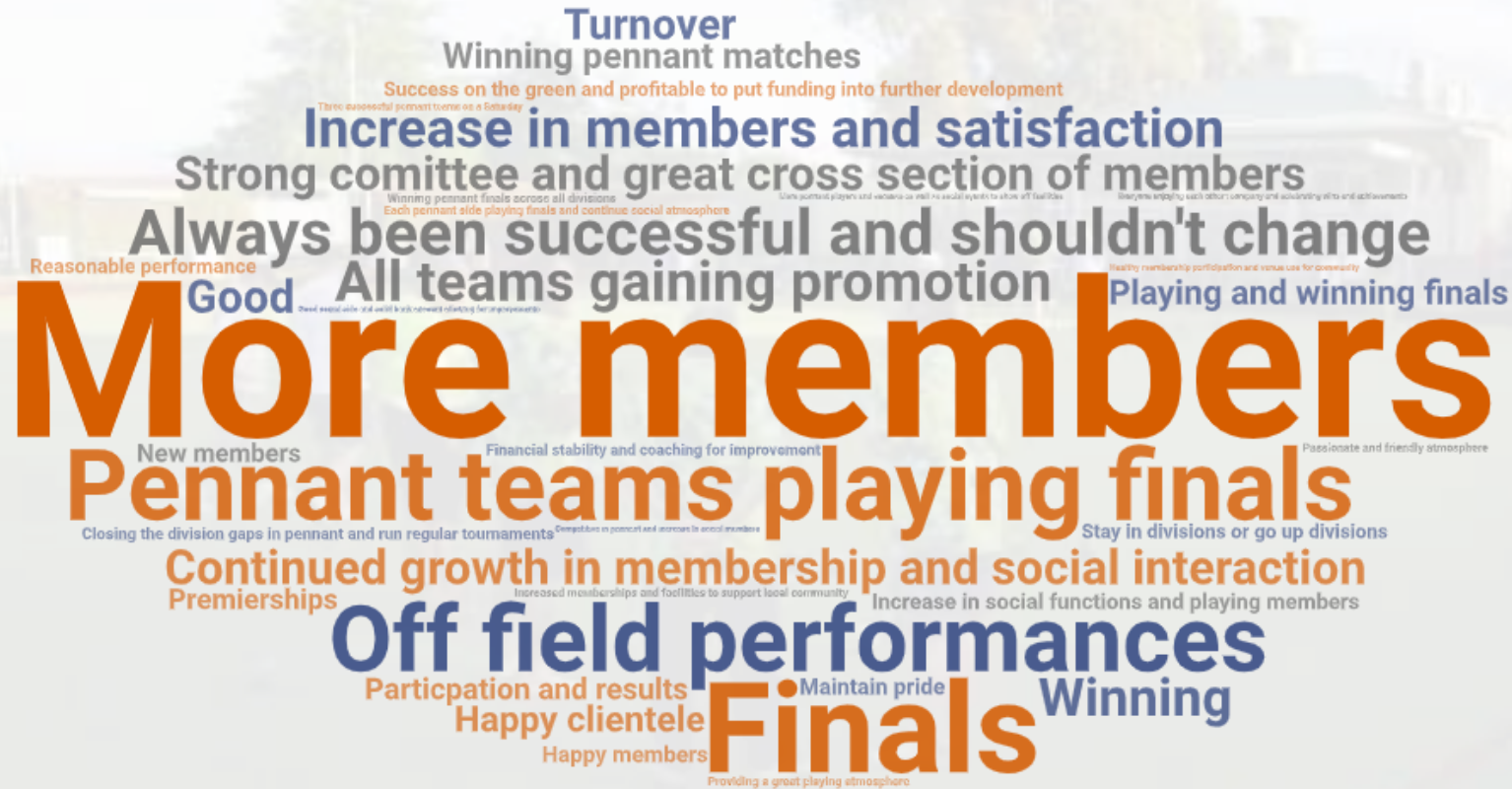
- Low membership numbers
- Low volunteer engagement
- Keeping up with rising costs



What Does Success Look Like for the Club?



What Does Success Look Like for the Club?



Common Themes

- Happy members
 - Increased membership numbers
 - Success on and off the green
 - Increased social events and activities to engage with the members and the broader community
 - Maintain family friendly atmosphere
-





Member Survey Common Themes

- Happy members
- Increased membership numbers
- Success on and off the green
- Increased social events and activities to engage with the members and the broader community
- Maintain family friendly atmosphere

What Does Success Look Like for the Club?

Investment in new facilities to future proof the game in Yarra Glen
Adherence to required maintenance and security

Healthy membership

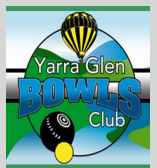
Increased teams playing pennant and growing membership for social and pennant
On field success with functions well run by volunteers

Premierships and happy participants

Increased involvement and programs to cater to range of community

Leadership Questionnaire Common Themes

- High membership numbers across social and pennant bowls
- Increased satisfaction of members
- Success on and off the green
- Broaden the program offerings to cater to multiple demographic
- Volunteer engagement



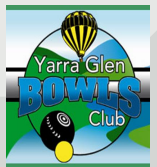
What Are the Top 5 Issues at the Club?



What Are the Top 5 Issues at the Club?

Common Themes

- Low membership numbers
- Ageing demographic of members
- Rising operational costs
- Low volunteer engagement
- Maintenance of the facility
- On-green success





Member Survey Common Themes

- Low membership numbers
- Ageing demographic of members
- Rising operational costs
- Low volunteer engagement
- Maintenance of the facility
- On-green success

What Are the Top 5 Issues at the Club?



Leadership Questionnaire Common Themes

- Attraction and retention of members
- Low volunteer engagement
- Maintenance and use of greens and facilities
- Access to adequate funding to keep up with rising operational costs



Top 5 Issues 2021 vs 2023

2021 membership

- Attracting and retaining new members (especially younger ones)
- Facilities (deterioration of Bowling Greens, poor lighting, clubhouse and toilet facilities)
- The Club's financial standing
- Engagement with the broader Community
- Lack of communication to Club Members

2023 membership

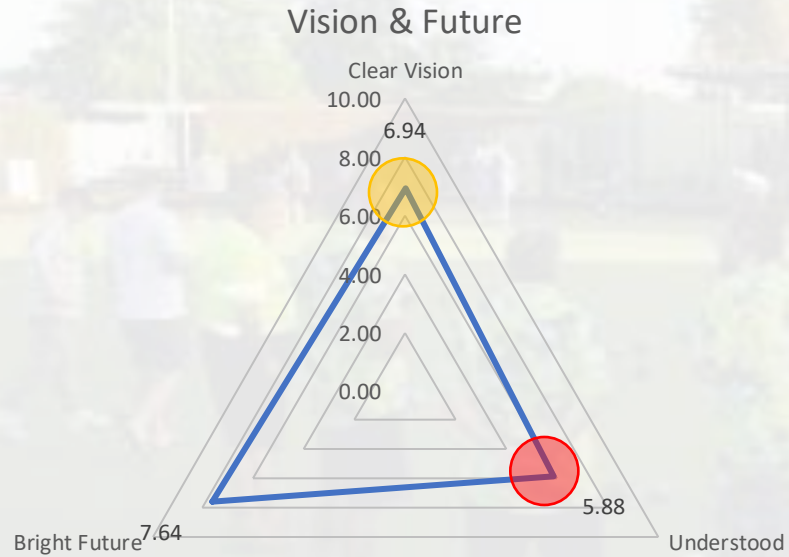
- Low membership numbers
- Ageing demographic of members
- Rising operational costs
- Low volunteer engagement
- Maintenance of the facility
- On-green success

2023 Leadership

- Attraction and retention of members
- Low volunteer engagement
- Maintenance and use of greens and facilities
- Access to adequate funding to keep up with rising operational costs

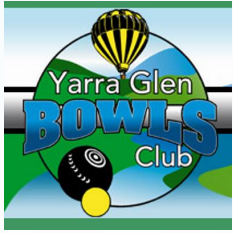


Vision and Future



Sub-Category	How do you feel about the following statement?:
Clear Vision	"I believe the Club has a clear vision for the future"
Understood	"I believe the Club's vision is well communicated to its members"
Bright Future	"I believe the Club has a bright future"

Whilst respondents expressed positivity regarding the club's future, there is an inference that the club's vision is not well communicated to and understood by the members. This indicates a need to review the Club's strategic plan and improve communication generally.

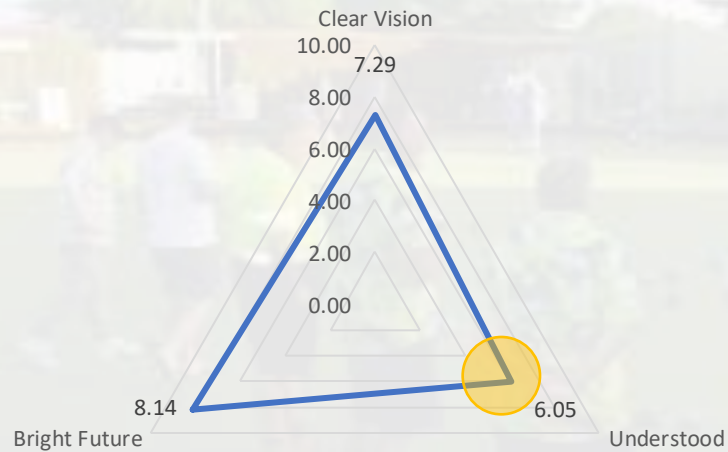


Vision and Future



2021

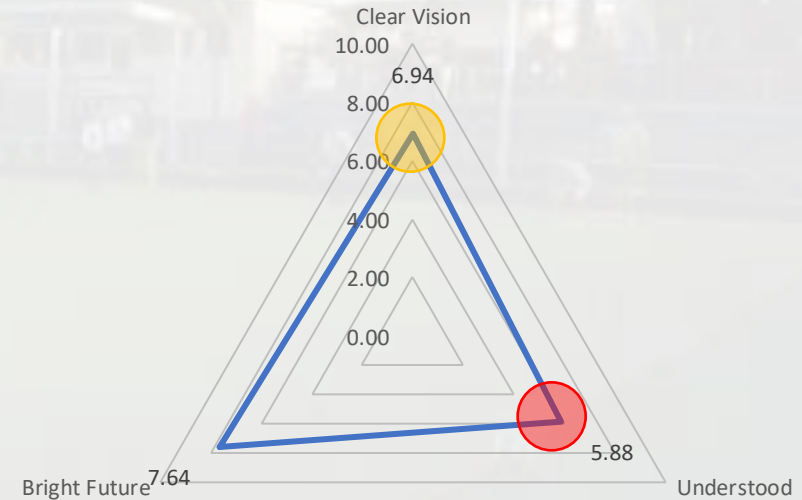
Vision & Future



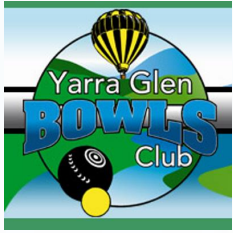
There is a general feeling that the organisation has a bright future and a clear vision, but that these are not necessarily understood by all members. This could indicate a need for better communication.

2023

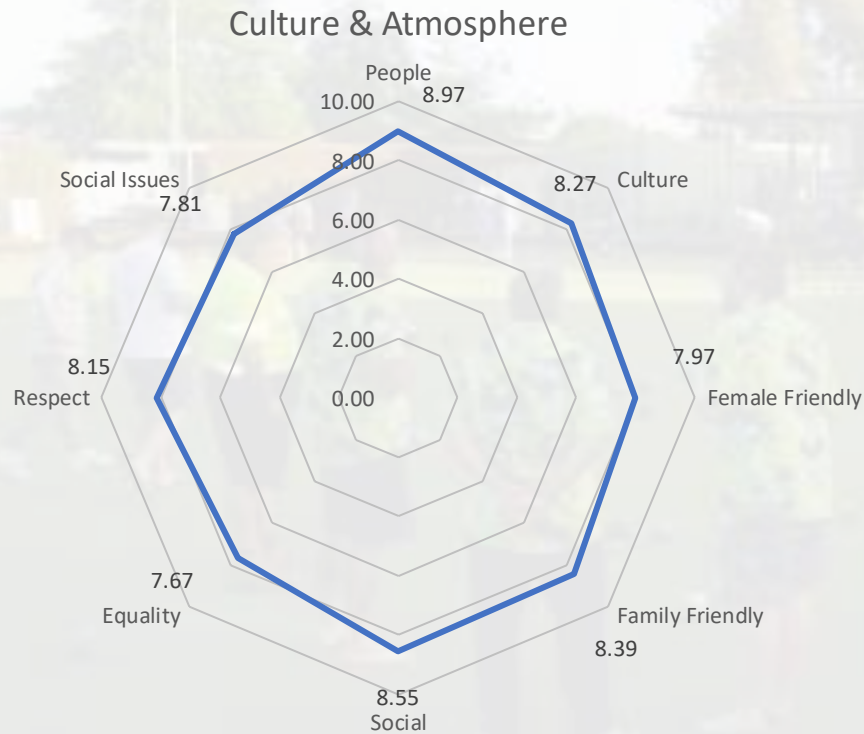
Vision & Future



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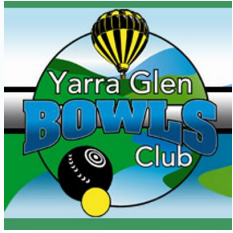


Culture and Atmosphere



Sub-Category	How do you feel about the following statement?:
People	"I believe there are mostly good people around the Club"
Culture	"I believe the Club has a good culture"
Female Friendly	"I believe the Club provides a welcoming environment for Females"
Family Friendly	"I believe the Club provides a welcoming environment for children/families"
Social	"I believe the Club has a strong social environment"
Equality	"I believe the Club treats all members equally"
Respect	"I believe Club members are treated with respect"
Social Issues	"I believe the Club manages social issues well (e.g. bullying; drugs & alcohol; gambling)"

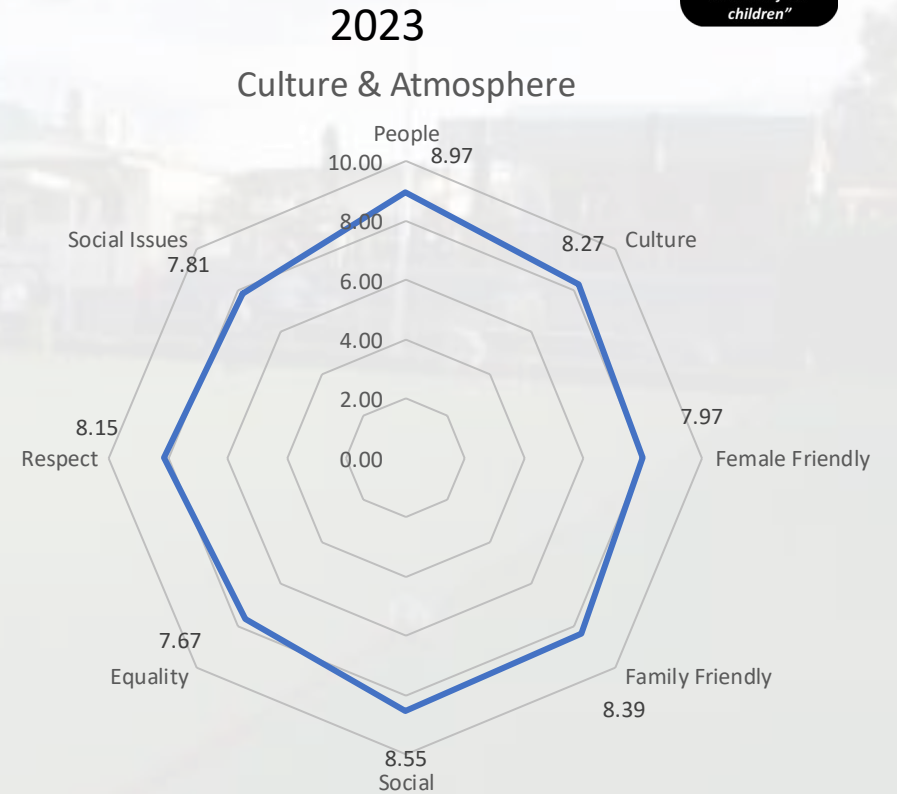
There is a positive view regarding the Club's overall culture & atmosphere.



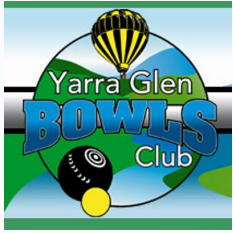
Culture and Atmosphere



There is a consensus that the club has a strong culture and atmosphere, with good people around the organisation. The respondents have indicated some concerns in relation to social issues and equality. This may require further investigation by the Club Leadership.



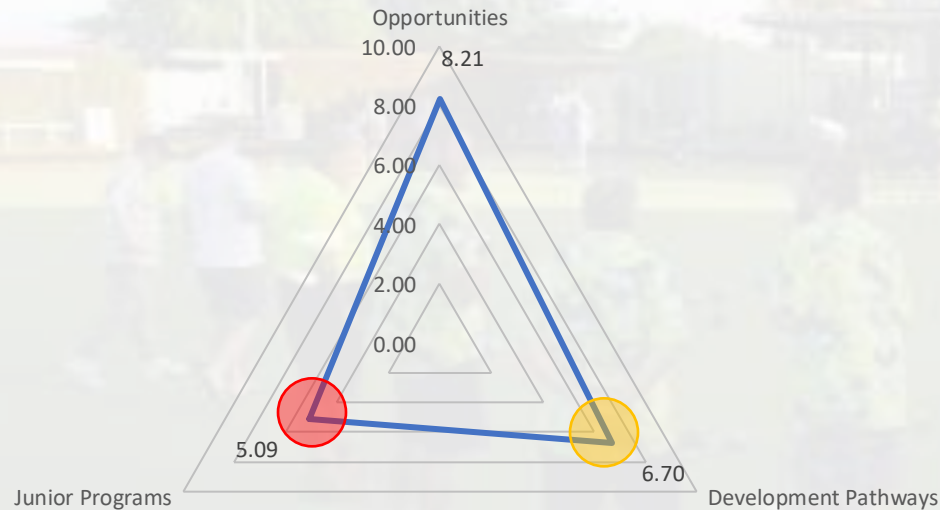
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Participation and Development

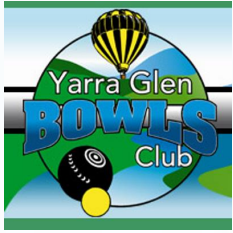


Participation & Development



Sub-Category	How do you feel about the following statement?:
Opportunities	"I believe the Club provides sufficient opportunities for participation for all"
Development Pathways	"I believe the Club provides adequate pathways for development"
Junior Programs	"I believe the Club provides good development programs/opportunities for Juniors"

Whilst the participation opportunities provided at the Club is acknowledged respondents have expressed concerns regarding the Club's junior programs and development pathways.

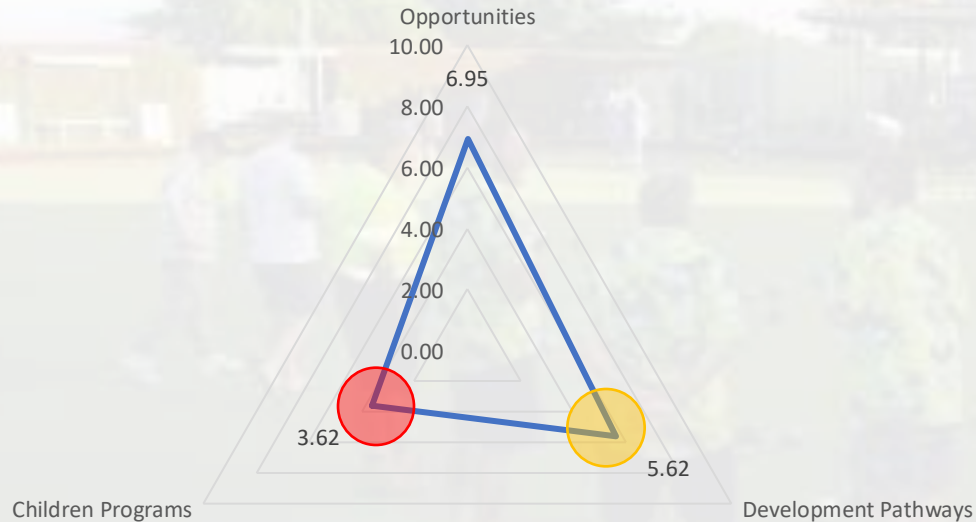


Participation and Development



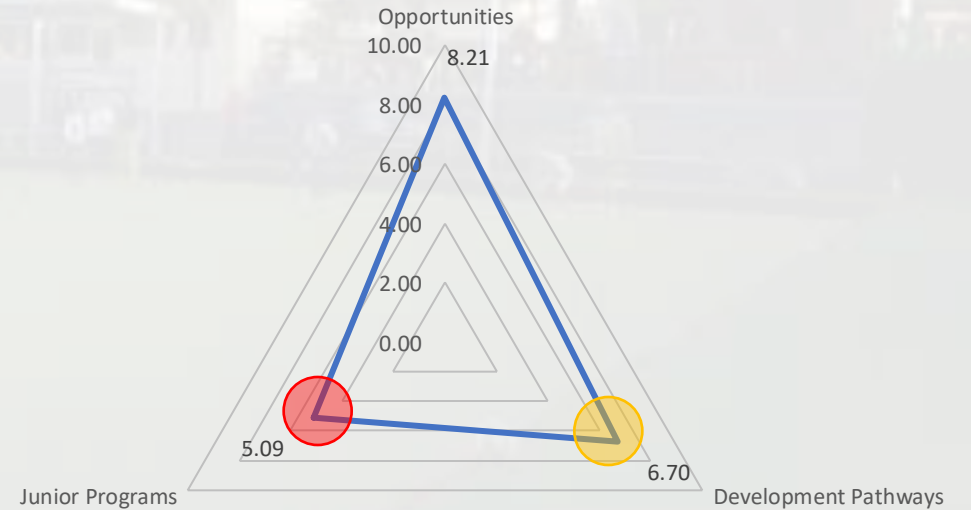
2021

Participation & Development



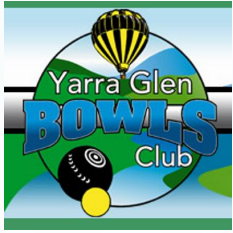
2023

Participation & Development

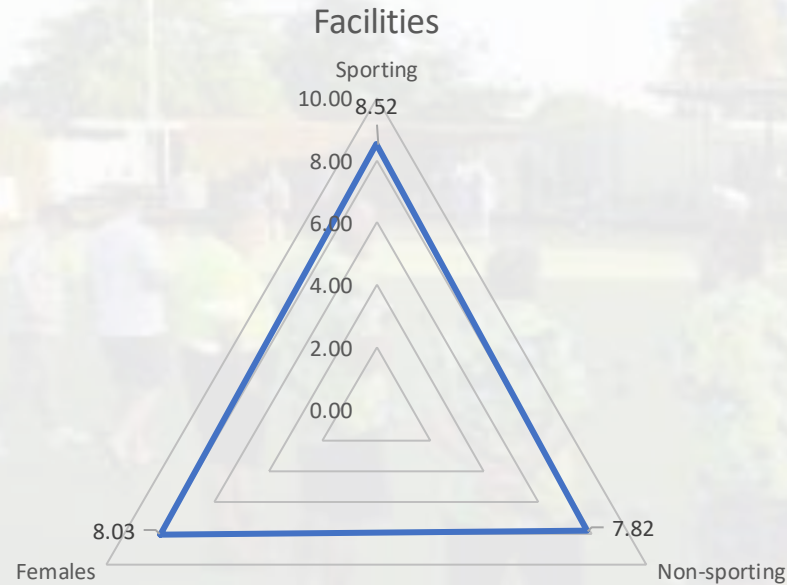


Respondents indicated reasonable satisfaction with the opportunities provided by the Club, but that it does not effectively deliver programs and opportunities for junior participants and limited pathways for development.

Whilst the participation opportunities provided at the Club is acknowledged respondents have expressed concerns regarding the Club's junior programs and development pathways.

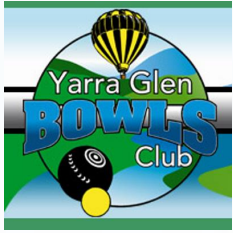


Facilities

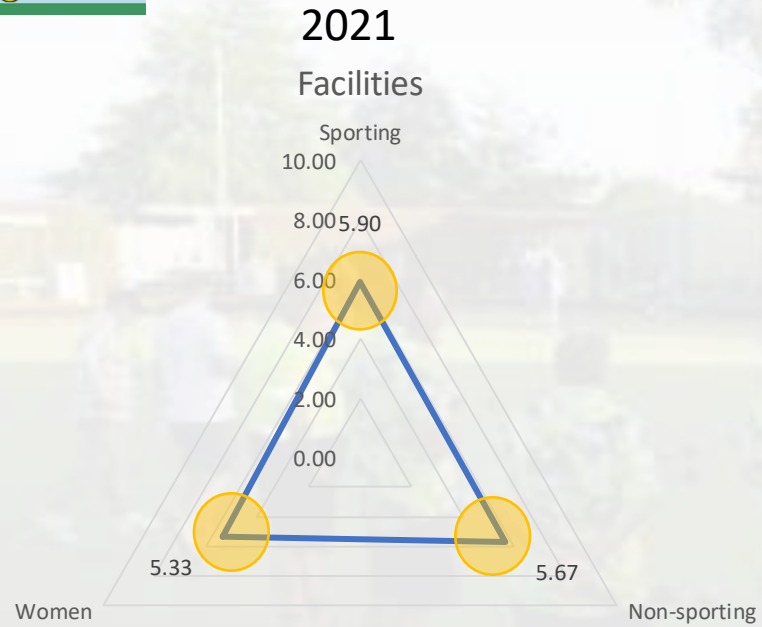


Sub-Category	How do you feel about the following statement?:
Sporting	"I believe the Club has good sporting facilities"
Non-sporting	"I believe the Club has good non-sport facilities"
Females	"I believe the Club has adequate facilities for Female Participation"

Respondents have expressed a positive view of the club's facilities.



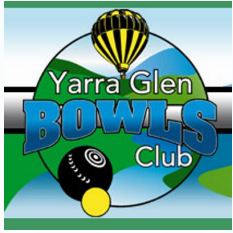
Facilities



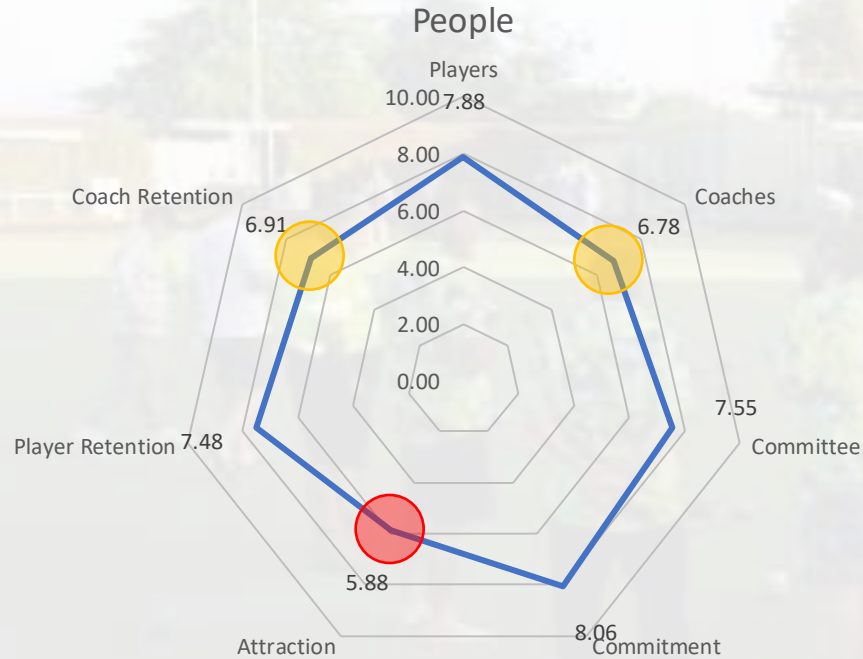
Whilst respondents have not expressed a negative view of the Club's facilities, there is clear indication of a need for further and continued improvements.



Respondents have expressed a positive view of the club's facilities.

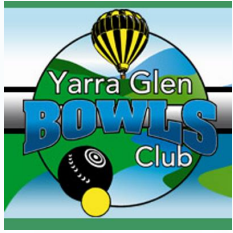


People



Sub-Category	How do you feel about the following statement?:
Players	"I believe the Club has a strong playing group"
Coaches	"I believe the Club has a strong coaching group"
Committee	"I believe the Club has a strong committee"
Commitment	"I believe the playing group and coaches are fully committed to the Club"
Attraction	"I believe the Club does a good job of attracting new talent to the Club"
Player Retention	"I believe the Club does a good job of retaining its playing talent"
Coach Retention	"I believe the Club does a good job of retaining its coaching talent"

Whilst the commitment of the people round the Club is acknowledged, respondents have expressed less confidence in the Club's ability to attract and retain players and coaches.

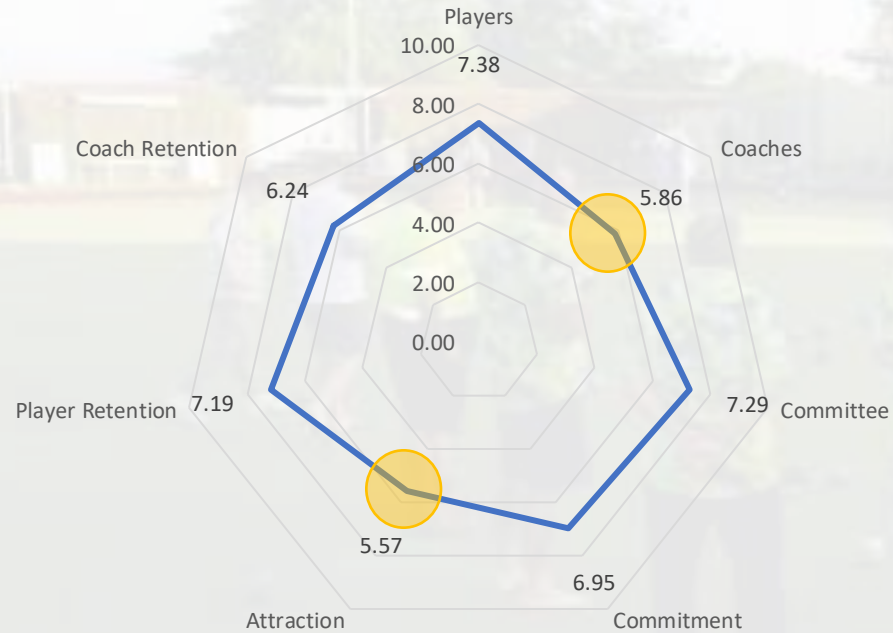


People



2021

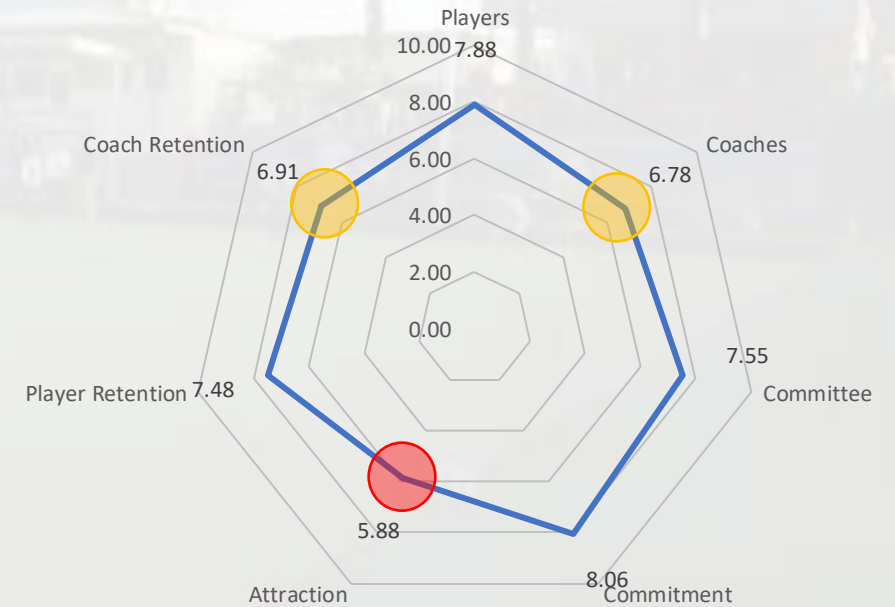
Talent



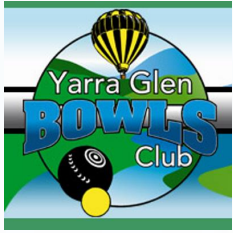
There is a consensus that the club has good people. However, respondents have identified a relative weakness with respect to coaching and the attraction of new players.

2023

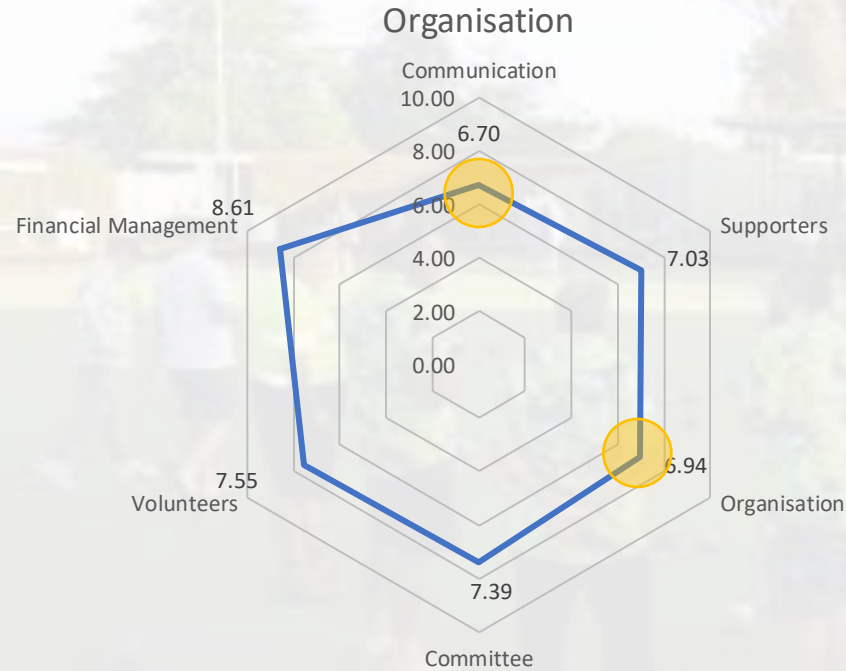
People



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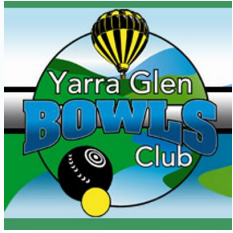


Organisation



Sub-Category	How do you feel about the following statement?:
Communication	"I believe the Club communicates with its members well"
Supporters	"I believe the Club looks after the interests of its supporters"
Organisation	"I believe the Club is well organised"
Committee	"I believe the Club is well served by its committee"
Volunteers	"I believe the Club is well served by its volunteers"
Financial Management	"I believe the Club is managed well financially"

Whilst there is a consensus that the club is well managed financially and well served by its committee and volunteers, respondents have expressed relative ambivalence and uncertainty regarding the internal and external communication at the Club.

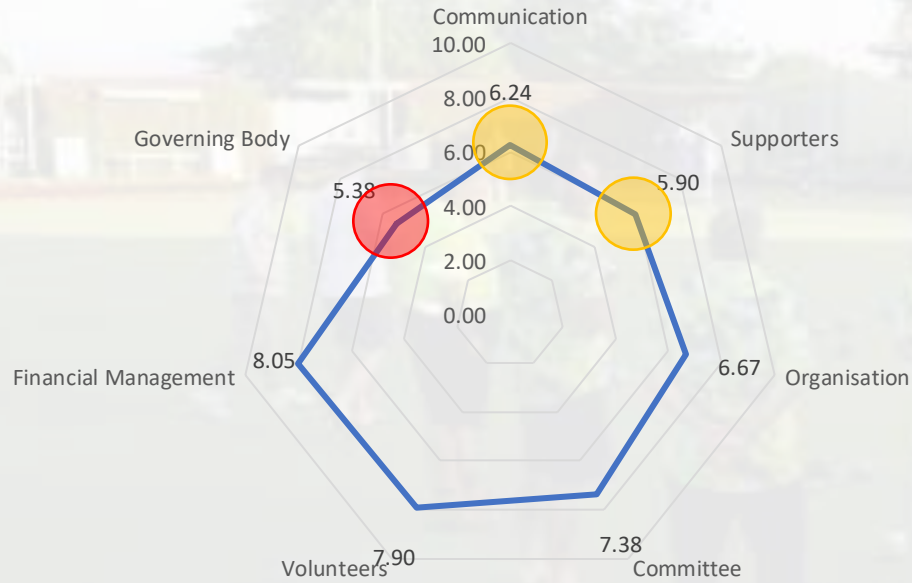


Organisation



2021

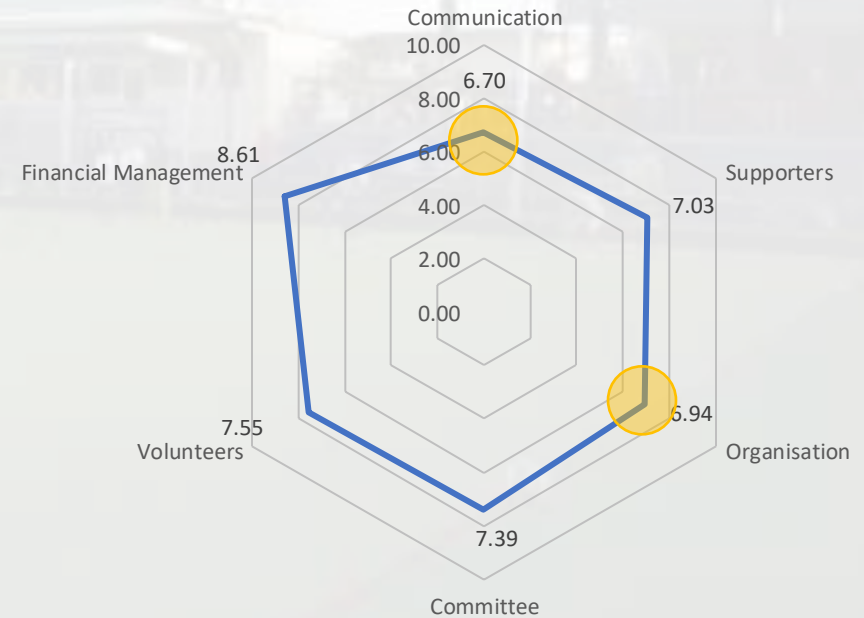
Organisation



Respondents have expressed a view that the organisation is generally well managed. However, there are some concerns around communication with members and dissatisfaction with the support shown by the governing body.

2023

Organisation



Whilst there is a consensus that the club is well managed financially and well served by its committee and volunteers, respondents have expressed relative ambivalence and uncertainty regarding the internal and external communication at the Club.

SWOT Analysis

Member Survey vs Leadership Questionnaire



Based on feedback from the members and leadership survey, the following have been perceived as the Organisation's Strengths, Weaknesses, Opportunities & Threats

Strengths



Member Survey

- Club's recent facility developments
- Club's great social culture
- Club's family friendly, social and inclusive environment
- Club's desire to succeed
- The passionate and friendly people at the Club

Leadership Questionnaire

- The club's friendly, welcoming and social atmosphere
- The recent facility developments at the Club
- The club's progress on and off the green



Weaknesses

Member Survey

- Declining membership
- Inability to attract a younger audience to build the club's pipeline
- Club's ageing demographic
- Maintenance of greens

Leadership Questionnaire

- Club's ageing demographic
- Low volunteer engagement
- Inability to attract new members especially younger audience
- Competition from Club's with poker machines

Opportunities



Member Survey

- Capitalise on the club's upgraded facilities to host social events and engage with the community
- Grow and develop social bowls
- Attract and retain members
- Continue to develop the club rooms and facilities to enhance bowls and social experience
- Success in pennant bowls

Leadership Questionnaire

- Increased engagement with the local community
- Further develop the facility to enhance the quality of the facility and attract more members
- To provide members and visitors with a quality experience



Threats

Member Survey

- Declining membership
- Attraction and retention of new members, especially the younger audience
- Competition from other sports
- Rising operational costs

Leadership Questionnaire

- Low membership numbers
- Low volunteer engagement
- Keeping up with rising costs

SWOT Analysis

Comparison Over Years

Strengths



2019

- Club culture, atmosphere, and interaction between members and the general bowls community
- People
- Community feel
- Location
- Volunteer support
- Financial Management
- On-field Performance

2021

- The Club's friendly, inclusive and welcoming atmosphere and members
- The Club's Vibrant and positive Social Environment
- The Club's ongoing commitment to making improvements
- There is optimism from members about the Club's future
- Members are enjoying participation in the Sport
- Members feel like the Club has a bright future and a clear vision for the future
- There is a consensus that the club has talented Players and Committee members who are dedicated to the Club.

2023

- Club's recent facility developments
- Club's great social culture
- Club's family friendly, social and inclusive environment
- Club's desire to succeed
- The passionate and friendly people at the Club



Weaknesses

2019

- Player gender imbalance
- Membership numbers including social, competition, and age distribution
- Communicating with members not adept at technology
- Promoting the club despite being small
- Communications generally
- Coaching
- Condition of Facilities

2021

- Poor condition of current facilities
- Current recruitment strategies are not attracting enough new members
- Lack of younger players in the pipeline
- Poor relationships and lack of support from government and council
- Lack of members willing to volunteer and help in the administration of the Club
- Not enough programs for junior participants and pathways for development

2023

- Declining membership
- Inability to attract a younger audience to build the club's pipeline
- Club's ageing demographic
- Maintenance of greens

Opportunities



2019

- Build on Club culture
- Build on female participation
- Development of programs & pathways to attract and retain talent
- Community & School Engagement
- Development of facilities
- Ability to start playing at any age
- Grow Council and political stakeholder relationships
- Fundraising

2021

- Attract new members and diversify the Club's membership base with revamped recruitment strategies
- Upgrade the current facilities
- Greater levels of involvement with the local community
- Introduce new game formats and opportunities for younger players to participate
- Improve communication to members
- Utilise grants and funding opportunities to further improve the Club

2023

- Capitalise on the club's upgraded facilities to host social events and engage with the community
- Grow and develop social bowls
- Attract and retain members
- Continue to develop the club rooms and facilities to enhance bowls and social experience
- Success in pennant bowls



Threats

2019

- Deteriorating synthetic green
- Deteriorating condition of the clubhouse
- Expense of ongoing maintenance
- Declining future participant numbers
- Workforce burnout

2021

- Impacts of Facilities deteriorating
- Declining Membership numbers and an inability to attract younger and more diverse members
- The Financial burdens of Facility Upgrades, declining/changing Membership base and the pandemic
- The heavy reliance on existing volunteers, and decline in new volunteers
- Complacency and a lack of willingness to adapt over time

2023

- Declining membership
- Attraction and retention of new members, especially the younger audience
- Competition from other sports
- Rising operational costs