

# CONFIRMED MINUTES

## BOARD MEETING - STRATEGIC PLANNING



At the **Board Meeting April** on **20 Apr 2026** these minutes were **confirmed as presented**.

<b>Name:</b>	Bowls Auckland
<b>Date:</b>	Monday, 30 March 2026
<b>Time:</b>	1:00 pm to 4:00 pm (NZDT)
<b>Location:</b>	Bowls Auckland , 17 Stokes Road, Mount Eden, Auckland, New Zealand
<b>Board Members:</b>	Ian Dee (Chair), Karl Andersen, Helen Blick , Michael Feek , Rikki Swannell , Tere Brunton
<b>Attendees:</b>	Dean Bartlett
<b>Apologies:</b>	Craig Pryor

### 1. Opening Meeting

#### 1.1 Introduction / Purpose / Objectives

ID outlined the purpose of the Strategic Session, and welcomed guests Mark Cameron (CEO, Bowls New Zealand) and Tash Marsden (General Manager - Marketing and Inclusion, Bowls New Zealand).

It was noted that CP was an apology due to an unforeseen work commitment.

### 2. The Present

#### 2.1 Strategic Achievements 2025/26

DB highlighted the following Strategic Achievements from the past 12-months.

- Capability
  - Successfully re-registered an amended constitution.
  - Delivered the new financial model.
  - Established the Foundation, and raised more than \$100,000 in it's first year.
  - Advanced the Governance Plan.
  - Advanced the Performance Strategy.
- Clubs
  - Established the Club Investment Fund.
  - Established the Facilities Plan.
  - Completed two covered greens (Howick and Papatoetoe).
  - Established the Coaches Committee.
  - Club is the Hub expanded to include eight clubs.

- Club is the Hub hybrid solution established and delivered (Papatoetoe).
- All clubs completed the re-registration process.
- Club resource library now has over 30 templates or guides.
- Connection
  - Youth / Rangatahi participation up 33% in centre tournaments and 25% in engagement.
  - National Under 26 Tournament entries increased 50%.
  - Flagship Event (JBWere Auckland Open) established with World Bowls sanctioning.
  - Broadcast Strategy established with two events broadcast live on SkyTV (along with YouTube).
  - New Members Plan established and template provided to clubs.
  - Digital footprint (followers across all platforms) increased 12.5%.
  - Bowlshub profiles nearly hit 1,700 which is over 80% of the full playing membership.
  - 10 plus BA stories were picked up by mainstream media providing national coverage.

Initiatives still in progress include (or not yet started).

- Capability
  - Integration of AI.
  - Building significant capital in the Foundation.
  - Governance Plan.
  - Performance Strategy delivery.
- Clubs
  - Completion of projects in the Facilities Plan.
  - Coach Strategy delivery.
  - Umpire Strategy.
  - Greenkeeper Initiatives
  - New Lynn operating without the requirement of utilising cash reserves (financial sustainable).
- Connection
  - Greater integration between 'social bowls' or youth and membership.
  - Club adoption of Bowlshub.

## 2.2 Current Trends

DB highlighted the following.

- From 2020 to 2024 - Five Year Data.
  - Full Playing Membership - down 9%.
  - Limited Playing Membership - up 35%.
  - Social Membership - up 24%.
  - Total Membership - up 7%.
  - Twilight Players - up 106%.

- Casual Participants - up 39%.
- Youth Participants - up 502%.
- In general, club membership is growing leaning towards limited and social, rather than full.
- There is tremendous growth in twilight, youth and casual participants, presenting a huge opportunity to clubs and bowls.

### 3. Bowls New Zealand

#### 3.1 Bowls New Zealand Strategic Plan Update

MC presented the Bowls New Zealand Strategy, highlighting.

- Have completed a process to simplify it's purpose which will now simply be - 'Inspiring Belonging'.
- The National picture is looking positive, including.
  - Long term membership decline has been reversed.
  - National event entries has tripled in five years.
  - Long term growth in casual.
  - Growing base of youth.
  - Twilight provides link between casual and member.
- Focus Areas for 2024 to 2026.
  - Broadcast.
  - Social (Twilight) Bowls.
  - BowlsHub.
  - Rangatahi.
  - Diversity and Inclusion.
- Focus Areas Beyond 2026.
  - Will be the same as above, plus.
    - Facilities.
    - Commercial.

Bowls Auckland requested leadership from Bowls New Zealand in the following areas.

- Making changes to the conditions of play that keeps the game moving, and reduces dead time including (but not limited to) re-spotting the jack on a killed end, re-spotting a misdelivered jack, and introducing time limits to all games.
- Creating a national youth event that connects and enhances all regional tournaments.
- In addition to the quantity of broadcast bowls to consolidate and focus on the quality.
- More communication to centres around Blackjacks including selection.



#### **Formal Request to Bowls New Zealand**

To follow up conversations to formally request changes as per discussions.

**Due Date:** 20 Apr 2026

**Owner:** Dean Bartlett

## 4. Strategic Plan Check In

### 4.1 Current Strategic Plan

Taken as read.

### 4.2 Refreshed Strategic Plan

DB highlighted.

- Proposing four additions.
  - Introducing 'Keep the Game Rolling' which goes across the pillars, and supports the Strategic Intent, focussing on.
    - Product (bowls as a game) - to continually evolve the game to ensure it is modern and whilst celebrating the traditions, keeps pace with the changing wants and needs of the community i.e., amending conditions of play to reduce dead time.
    - Community (clubs) - to continue to support clubs and the sport to be more than just bowls, and continue to celebrate all facets and the unique proposition bowls has.
  - Include reference to the performance strategy and centre events in pillar one point 3.
  - Include a new key focus area under pillar one, which highlights the importance of the financial sustainability and maximisation of Bowls Auckland.
  - In pillar 3 (connection) change Social Bowls to Year 0 to 5 in a strategic attempt to look at social bowls and 'traditional' bowls in the same category to encourage more integration.

Discussion.

- The Board were split on replacing Social Bowls with Year 0 to 5 as it may not translate to those outside bowls, and requires a level of interpretation that ideally would be avoided.



### Strategic Plan

To amend and re-table the Strategic Plan seeking approval with consideration to pillar 3.

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## 5. Key Focus Areas

### 5.1 Identifying Key Focus Areas for 2026/27

Taken as read.

### 5.2 Keep the Game Rolling

Covered elsewhere.

### **5.3 Key Focus Area 1: Financial Strategy**

- To secure Bowls Auckland's financial future (beyond Blue Waters Community Trust) including a sustainable fund accessible by clubs.
- In the short to mid-term the Kimberley Investment Fund will support both Bowls Auckland, and the Club Investment Fund, however, in the long term it is planned that the Foundation (once it has raised enough capital) support the Club Investment Fund fully.
- The above will result in Kimberley supporting Bowls Auckland, and the Foundation supporting the clubs.

### **5.4 Key Focus Area 2: Performance Strategy**

- To create a development focused performance environment, built on a strong culture that evokes a pride to play for Auckland.
- The following progress has been made in the past 12-months.
  - Positions of 'coach' established, with a succession plan being developed.
  - Player depth / succession charts being established and utilised.
  - Campaign plans being established and delivered.
  - Selection Policy established and delivered.
  - Formal review and preview process established and delivered.
- The next 12-months will focus on.
  - Enhancement of the Under 26 programme.
  - Improved development programmes across all squads.
  - Continued focus on developing coaches.
  - Introduction of Player / Management leadership groups.

### **5.5 Key Focus Area 3: Clubs**

- To provide support to club to enable them to thrive within their own communities.
- Continued focus on the Club Investment Fund.
  - Club is the Hub.
  - Facilities Plan.
- Continued focus on Club Leaders.
  - Review and refresh the Club Leaders Programme.
- Explore ways to support umpires and greenkeepers.

### **5.6 Key Focus Area 4: Youth / Rangatahi Strategy**

- To offer quality on and off-green experiences for rangatahi that create a sense of belonging within bowls and their local club.
- The next step is to explore initiatives that encourage a clear connection between youth and clubs.

Hannah Neville (School Engagement Lead, Bowls Auckland) presented.

## 5.7 Key Focus Area 5: Year 0 to 5 Strategy

- To connect the dots between 'Social Bowls' and club membership. To maximise the opportunity Social Bowls has presented.

Les Eagleton presented including the Year 0 to 5 Winter Programme structure, refreshed policies and supporting material, which was well received by the Board.

## 6. Boards Role

### 6.1 Boards Role

ID highlighted the following.

- The Board's role is to establish the Strategic Plan, then oversee its delivery by supporting and holding management accountable.

## 7. Summary and Next Steps

### 7.1 Summary and Next Steps

- Board approve the Strategic Plan.
- Budget aligned with Strategic Plan, and tabled to the Board seeking approval.
- Business Plan drafted based on the Strategic Plan, and tabled to the Board seeking approval.



#### 2027 Budget

To table the 2027 Budget.

**Due Date:** 20 Apr 2026  
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#### Business Plan 2026/27

To table the 2026/27 Business Plan.

**Due Date:** 20 Apr 2026  
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## 8. Information Pack

### 8.1 Information Pack

Taken as read.

## 9. Close Meeting

### 9.1 Close the meeting

**Next meeting:** Board Meeting April - 20 Apr 2026, 3:00 pm

*Ian Dee.*

Ian Dee  
22 Apr 2026