



GET ACTIVE, HAVE FUN, PLAY BOWLS



**Year 1 Annual Report
Bowls Development Alliance
April 2018**



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Executive Summary

Play Bowls Strategy 2017-2018

Vision

“Working with flat green clubs to help them and the bowlers within them develop more resilient habits to ensure a stronger sport, the benefits of which can be enjoyed for a life time”

The 2017 - 2021 delivery plan was designed to strengthen resilience within the core market identified as being that of those aged 55 years and over. The interventions to do this have just completed the first year of their roll out and have brought with them both success and a new set of challenges.

Interventions:

- ✓ Club Development Programme
- ✓ Play Bowls Funding Packages
- ✓ Coach Bowls
- ✓ Disability
- ✓ Women Can

Alongside this direct delivery the BDA are also leading in other key areas including:

- Safeguarding – leading the Safeguarding Bowls panel made up of representatives from all five NGBs
- Financial Sustainability Action Plan
- Collection of data and insight to support project development
- Go Membership
- Governance - including maintaining the Code for Sports Governance
- Facilities – overseeing the work commissioned around facilities to support the work of BE and EIBA
- Just Bowl - securing £159k for an 18month pilot project
- Disability Strategic Action Plan
- Annual and quarterly reporting to Sport England
- Influencing other partners to engage with the BDA
- Marketing & Promotion of the BDA
- Coach Bowls Coaching Conference
- Coach Bowls Coaching Awards



Performance Indicators

Data gathering and storage

Owing to the new four- year delivery period, the BDA took the opportunity to refresh and improve its data gathering and storage processes. Most of this work related to a significant enhancement in the level of data gathered and stored regarding the individuals attending BDA funded events through the Play Bowls Packages and Club Development Programme.

The Participant Tracking System (PTS – *right*) was created that logged every piece of information collected by clubs through the BDA issued monitoring forms. This has allowed for a significant improvement in the amount of analysis that can be performed on the data. Previously it was possible to produce headline statistics on any of the single categories of data held, but it was not possible to combine categories. For example, it was possible to produce a statistic as to how many male bowlers had joined clubs, but not how many male bowlers, aged over 55 with a mobility impairment.

	K	L	M	N	O
1	AgeRang	DisabilityGroup	EthnicityGr	Sessions	JoinedClu
2	65-74	0 - No Long-standing illness or disability	A1 - British	5	Yes
3	65-74	0 - No Long-standing illness or disability	A1 - British	5	Yes
4	65-74	0 - No Long-standing illness or disability	A1 - British	5	Yes
5	75+	0 - No Long-standing illness or disability	A1 - British	4	Yes
6	75+	0 - No Long-standing illness or disability	A1 - British	4	Yes
7	65-74	0 - No Long-standing illness or disability	A1 - British	4	Yes
8	65-74	0 - No Long-standing illness or disability	A1 - British	4	Yes
9	55-64	0 - No Long-standing illness or disability	A1 - British	4	Yes
10	18-39	0 - No Long-standing illness or disability	A1 - British	5	No
11	55-64	0 - No Long-standing illness or disability	A1 - British	3	No

The Coach Bowls data collection and storage processes have remained the same from the 13-17 delivery period into the 17-21 to ensure continuity with what is a rolling programme.

Internal Performance Indicators

The individual KPI figures for each programme have been recorded throughout this document in the relevant sections and relate solely to the gross participation or coaching figures achieved by each programme. As a summary, in Year 1, the BDA has been able to recruit:

New members	New qualified coaches	New volunteers
2,437	159	214

In addition to the above, it is important to note:

- 29 clubs from the Club Development Programme (Year 1) are yet to declare their recruitment figures due to the timing of this review against the timing of the start of the 2018 outdoor season
- The current total of 67 new coaches and volunteers trained via the Club Development Programme is forecasted to reach 251 by the end of June 2018.
- There remain 6 outstanding Play Bowls packages from Year 1 that are still to declare their recruitment figures.



External Performance Indicators - Sport England Dashboard

The BDA's Dashboard was agreed with Sport England in August 2018 and represented an overall initial core market baseline and subsequent annual core market influence targets thereafter, in addition to specific measures relating to disabled and female participation.

As of 31st March, 2018 the BDA's core market baseline stood at 27,841 which is 255 below target. A full breakdown of this figure is show below, by programme:

Item	Y1 (13-17) Baseline	Year 1		Y2 Baseline
		Actual (Net)	Add. Influence	
13-17 Track Record	12,760	435	0	13,195
PB Packages	0	1,470	0	1,470
CDP	5,400	5,360	134	5,494
Coach Bowls	9,936	1,001	6,681	7,682

Y1 Baseline Overall (Target)	28,096
Actual Y1 Baseline Overall	27,841

As with the internal targets, it is important to remember that a significant portion of Year 1 Club Development Programme delivery will be completed by June 2018 but not in time for this reporting phase. Additionally, the Play Bowls Package has contributed to the retention and growth of the 13-17 Track Record core market and as such seems a smaller contribution in its own right than the internal programme KPI's would suggest.

In terms of coaching, it is important to bear in mind that no Coach Bowls Recognition Scheme data has been factored into either set of targets but will do so from Year 2 onwards. It is anticipated that this, plus the outstanding Club Development Programme data due to be reported shortly, will make a significant positive difference to the figures from Year 2 onwards.

The initial Year 1 baseline is affected by two categories described as "Actual (Net)" which relates to the actual number of people engaged with via any of the allocated BDA programmes and the "Add. Influence" which is the additional influence that each individual within the "Actual (Net)" column has subsequently contributed.

As an example, a new member recruited through the packages would count as 1 within the "Actual (Net)" column, but as it is not possible to prove that they have any subsequent influence, that column remains at zero.



However, for Coach Bowls, 1 individual qualifying as a Level One coach will go on to influence seven further people with the training provided by the BDA. Therefore, in that situation, the trained individual is recorded in the “Actual (Net)” column and the 7 individuals they are predicted to influence are recorded in the “Add. Influence” column.

In terms of disabled participation and female participation targets,

	Target	Actual
Disabled participation	26%	10.38%
Female participation	39%	39.46%

For the above, it is important to bear in mind that:

- When calculating the disability dashboard target, affiliation data from Bowls England and the EIBA was used to calculate this. The 10.38% represents the number of disabled people within the BDA’s core market since 1st April 2017 and as such was always likely to differ, with no guarantee as to how much, from the 26% target.
- Data collection in the area of disability is proving very difficult to obtain. A high number of individuals and clubs are not supplying this information which is likely to be another contributing factor to the low figure.
- Colloquial evidence, gathered from working in the sport day to day, would suggest that the figure of 10.38% is vastly underreporting the actual number of disabled people playing bowls
- When calculating the female participation dashboard target, affiliation data from Bowls England and the EIBA was used to calculate this. The 39.46% represents the number of females within the BDA’s core market since 1st April 2017.
- The alignment between affiliation data and new core market data in relation to female participation would suggest that a strong level of response is produced to questions relating to gender which is why the smaller core market pool of people has proved representative of the overall sport data.
- For both disability and female participation, we are not yet able to include data from the Club Development Programme or the Coach Bowls Recognition Scheme due to the timing of reporting.



Finance and Governance

Year 1 Budget

The BDA have performed as expected against the financial forecast for 2017/18. With back-office spending coming in £503.13 under budget. We do have some areas of underspend on the delivery front, however, with one of programmes being a completely new way of working it has taken time to get this off the ground and that has meant that payments haven't yet to be made, however they will be within 2018/19.

We continue to look at any savings that we can make across the business and will continue to do so. Our long-term forecast remains largely as planned, with a couple of minor adjustments to budget lines following year 1 learnings.

Governance

The BDA have met all actions within our Governance action plan and have been confirmed as meeting the Code for Sports Governance in December 2017. This year has seen the appointment of a new Non-Executive Independent Chairman which has been key to ensure that we have the drive and change at Board level. The Chairman also supports the Development Director, Insight and Development Manager and Finance & Governance Manager to ensure that delivery of the award is monitored and supported at Board level.



Delivery

Club Development Programme

This programme is a new addition to the BDA's suite, commencing in April 2017 with the aim of working with clubs who are in the most need of support. The package offered to each club represents £500 of funding and dedicated Development Officer support for the duration of the mutually agreed Development Plan.

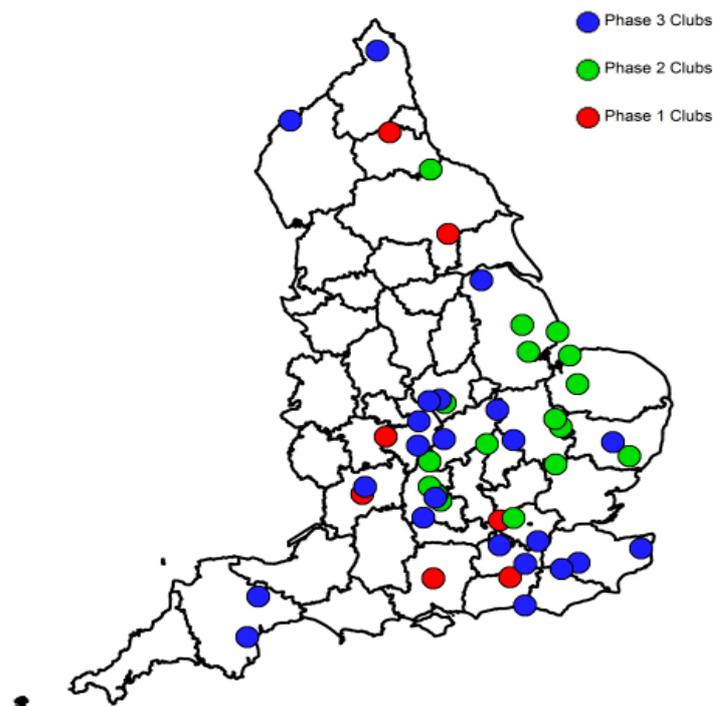
Since April 2017, the Club Development Programme has operated with a phase system to control the number of clubs requiring support at any one time. For Phase 1 and 2, clubs were selected based on key criteria such as membership decline, capacity for growth, willingness to engage proactively and geographical location. Once identified, each club was approached by the BDA Development Team and offered a place on the programme.

31 Development Plans in progress

0 Development Plans completed

67 new coaches & volunteers

78 new members



By Phase 3 (Dec '17 – Feb '18) this process was altered to allow clubs to apply for a place on the Club Development Programme on the condition that they met the aforementioned criteria.

Left: Geographical spread of clubs engaged in the Club Development Plan



Case Study: Banbury Chestnuts Bowls Club

- Raising Awareness
 - Produced 10,000 high-quality leaflets for open day
 - Club Details now appear on Google Maps
 - Posters placed around the local area
 - Community Development
 - Attended Longford Park Community Event – access to over 1000 new homes.
 - Using New Age Bowls to reach out to community groups.
- Coaching & Volunteering Workforce
 - 1 new Coach Bowls Coach
 - 1 new website admin volunteer
 - 1 new volunteer to run the club's Facebook page.

“The chestnuts are very pleased with the support from George within his BDA assignment. George has given structure and process to our drive to find new members (including pamphlet design, action planning and general stewardship). We look forward to working with George again over the coming months.”



Summary of key learnings:

- Loan of bowls equipment (e.g. Bowlsparc sets, score targets etc.) has been well received by clubs who are often reluctant to purchase due to cost and some outdoor clubs can't afford it. This equipment enables clubs to engage more effectively with their local community and deliver activity in multiple locations.
- Having key local personalities (e.g. County Development Officers, County Coaching Co-ordinators) who are familiar to the club committees attending the meetings and supporting the process has a positive effect.
- Phase 3 clubs have been much easier to engage with than clubs identified through Phase 1 and 2. The open application process trialled in Phase 3 has proven to attract the pro-active clubs who meet the criteria which has a subsequent positive effect on ability to arrange meetings quickly, creating and signing off development plans and getting the necessary commitment to actions.
- The programme-specific Club Helpers Module has been well received and clubs can see a real benefit to the course. The Development Officers have also encouraged clubs to use their club helpers as “new member buddies” which many clubs have adopted. This is helping to break barriers immediately for new members.
- The Club Development Programme document folder has been a great tool for the clubs in the programme and has received widespread praise.



- The amount of traveling has been a challenge for the Development Officers, as has the number of meetings required with clubs to go through the setup, challenges and future vision for the club in order to create a development plan.
- Some Phase 1 and 2 clubs have proved challenging in that they were identified and approached rather than applied and therefore did not necessarily have the drive and desire to complete the programme.
- Some clubs have flagged up facility issues such as short leases which is a major issue for them. Clubs don't know the best way to approach negotiations and often proceed with little to no formal guidance.
- Lack of clubs participating in the Club Development Programme from the northern counties.
- Development Plans, particularly for Phase 1 and 2 clubs, are taking longer to complete than expected meaning data returns have also been delayed. As such, the KPI returns for the programme are low for Year 1.

Case Study: Horsham and District IBC

- Focus on improving the awareness of the club
 - Improved signage on and around the club
 - Create links with key organisations in the community
 - Open days and fun day in partnership with the council
 - Increase coaches and volunteers
 - 3 new Coach Bowls Level 1 coaches
 - 20 trained volunteers to support coaches
 - Membership increase since the start of the programme:
 - 269 increased to 311 full members
 - 68 increased to 73 social members



"Our club is concentrating on encouraging the public to try bowling and to this end members attending the free Club Helpers module held by the BDA were shown fun techniques that will assist in the introduction of the sport to first time bowlers. The additional Level 1 coaches will be a crucial asset to the Club, and to the Head Coach, in the development of new members and prospective members alike." **Tony Hazell – Development and Recruitment Team**



Objectives for Year 2:

- Focus on engagement of clubs in the northern counties to generate a better geographical spread of engaged clubs
- Continue with the open application system trialled for Phase 3
- 6 -month deadline for all Development Plan's (bar recruitment activities) to be completed within which will provide greater focus, intensity and an improved ability to demonstrate impact within the same delivery year.
- Stronger enforcement of the terms and conditions to act against clubs on the programme who are reluctant to fully engage or work at an acceptable pace
- Review, improve and enhance the club development folder documents.
- Develop and produce online marketing and promotion templates for clubs to access before going off to print.



Delivery

Play Bowls Packages

The Play Bowls Packages have been in existence since 2013 and are now a staple of many club's calendars. The initial window of Year 1 saw a record breaking number of applications which would indicate the programme is still both popular and required. Club loyalty to the programme has also increased with 73.5% of applying clubs within Year 1 having previously applied for a package in the 2013-2017 delivery period. This is primarily good news, proving clubs have developed a loyalty towards the packages but it is equally an area for development as the BDA seeks to both increase the size of its core market and reduce club's dependence on the package funding by attracting new applicants.

Case Study: Potters Bar Bowls Club

"Potters Bar Bowls Club have claimed the Play Bowls Package, from its inception, initially recruiting 10 or more new bowlers and lately the reduced target of 7 or more new bowlers.

The Play Bowls Package helps the Club members focus on a target for their participation in the Club's recruitment plan. The award given by the BDA has provided a valuable contribution to the cost recruiting new members. At the end of the 2017 season the Club had 72 men and 50 women and over the winter we have sadly lost 10 of our playing members. We are confident of replacing and growing our membership starting with our two Open (Fun) Days in April and May.

Whilst payment of the £250 Play Bowls Package depends on successfully recruiting 7 or more new members we have a plan; Publicity takes centre stage including overprinting of Flyers, Posters, Business Cards and designing a Banner. We also used the Local Press to advertise our Open Days and use the Club website all with a consistent message that promotes the welcome waiting for anyone who would like to try the 'sport of bowls.

Over the years we have used the Play Bowls Package to acquire small size bowls; targets for play-bowls-fun sessions; printing a booklet on the Club to hand to new bowlers; reduced membership fees in the first season of bowling and not forgetting free 'hospitality' at Open Days and for the four modules of 'free' coaching. The social aspects are very important; from arriving at the Club every effort is made to ensure potential new members feel comfortable and later offers the opportunity for the coaching team to talk about how they can develop their skills. Therefore the Play Bowls Package has really helped in many aspects of our annual plan to recruit and retain our members" – Graham Marriner, Hon. Secretary





418 packages applied for
289 packages delivered
2,359 new members 55+
277 new disabled members
2,764 overall new members

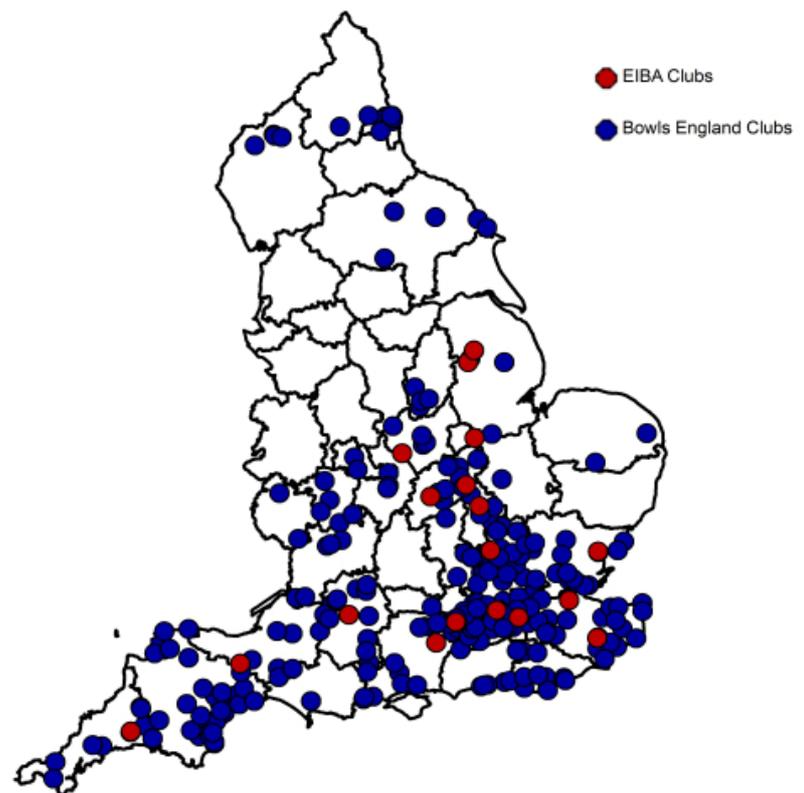
Summary of Key Learnings:

- Year 1 has continued the success of the 13-17 product.
- Record year for applications
- Re-designed Club pack was well received.
- Weather continues to be key barrier to success

Objectives for Year 2:

- Ensure at least 300 packages are applied for during the application windows.
- Update monitoring forms and guidance for forthcoming GDPR changes.
- Implement a specific gender split for the minimum number of new members to obtain maximum funding (4 of each gender).

Right: Geographical spread of Play Bowls Packages completed within Year 1



Case Study: County Development Officer Feedback

“Play Bowls packages are extremely useful to clubs, both from the financial benefits, as well as the guidance provided in the Club information pack. Our new bowlers found the Play Bowls 4 Fun sessions very useful and enjoyable and contributed greatly to us gaining 12 new members last year, the majority of which have renewed their membership. Financially, it has helped, as we spent more on advertising, through leaflets and banners, as well as purchasing more coaching equipment & providing guidance booklets to all the new bowlers.”

– Steve Bacon, Bowls Leicestershire Development Officer



Delivery

Coach Bowls

Coach Bowls launched its first module in 2012. Since then its inception it has developed three modules for the Coach Bowls suite and one for the Club Development Programme, two qualifications and is preparing to launch a Level Three qualification. A comprehensive Internal Quality Assurance processes and tutor development programme is also in development.

Over 1,000 coaches have now gained a nationally recognised qualification through the Coach Bowls suite and has a team of qualified tutors, assessor and verifiers delivering courses across the country.

Coach Bowls is supported by two main groups of volunteers. The County Coaching Coordinators, who act as a local voice and help support coaches at a local level, and the Coach Education Advisory Group who guide and support the development of the bowls specific technical content of all qualifications and modules.

Year 1 qualification course developments:

• Level One Award in Coaching Bowls

- Major re-write of the course to change the format of the formative assessments. Formative assessments are now undertaken as micro-coaching sessions throughout day one and day two of the course. Feedback received is peer and tutor based. This allows for more contact time out on the green with the tutor.
- Changes were implemented on 1st November 2017.
- Short Mat amendments written for any candidates coming on to the courses from that code.

• Level Two Certificate in Coaching Bowls

- Re-write of all course materials undertaken to encompass all technical shots under three main categories.
- New assessment criteria written in line with new Level One formats.
- Timetable revised to give more time for candidates on the green.

• Level Three Certificate in Coaching Sport (Bowls)

- Technical content and generic content written for the learner resources.
- Qualification Specification and Unit Breakdown agreed
- Qualification submitted and ratified by RQF
- Learner portfolio tasks written
- Pilot dates established for 2018

27 qualification courses run

159 qualified coaches

15 modules ran

177 module candidates

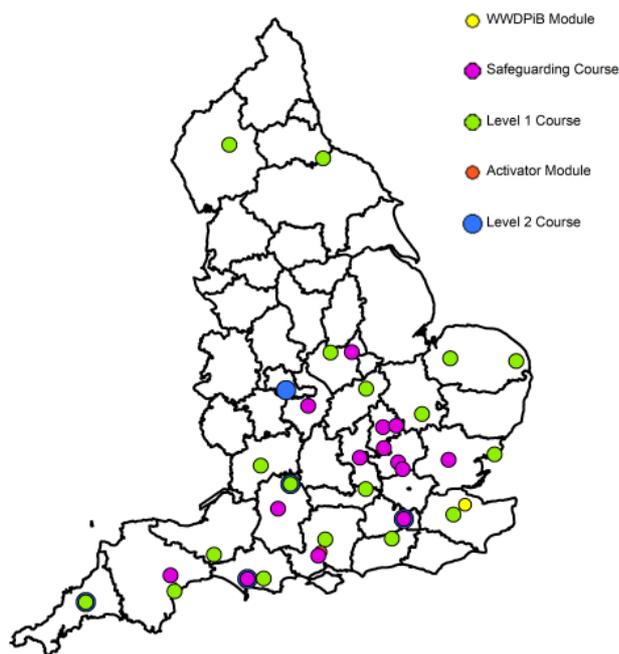
1,446 Coach Bowls members



Year 1 module course developments:

- **Play Bowls Activator**
 - The Play Bowls Activator standalone module has been reduced to £25 and no longer includes free insurance. Candidates are required to take this insurance out separately.

- **Working with Disabled People in Bowls**
 - New tutors identified through partnership with Disability Bowls England (DBE)
 - Courses to be delivered as part of the DBE programme of support to clubs
 - Standalone module to remain untouched and delivered through County Coordinators, Club Development Programme and club requests.



Above: Year 1 course delivery locations

Tutor Workforce Development:

Current Tutor Workforce				
Course	Current	Training	Total	Targeted
Play Bowls Activator	21	18	39	N/A
Level One	18	20	38	3
Level Two	11	9	20	1
Safeguarding in Bowls	18	2	21	1
Working with Disabled People in bowls	3	8	11	2
Assessors	29	8	37	N/A
Internal Quality Assurers	2	0	2	1

- The workforce is currently developing a number of CPD modules to be launched through the Coordinator and Tutor Portal in Year 2. Completed to date are two main coaching development modules plus 4 sessions for coaches to deliver.
- New Quality Assurance documents were developed and implemented in Year 1. These have been used as examples of good practice by 1st 4 Sport.
- To be developed before October 2018 are five further modules which will be run by local County Coaching Coordinators or Tutors at no cost to Coach Bowls.



Volunteer Workforce Groups:

- **County Coaching coordinators** (18 currently in post)
 - Met twice in Year 1.
 - Their main target is to run one qualification and one module course in Year 2 each.
 - Deliver CPD modules within their county.
- **Coach Education Advisory Group:**
 - Reviewed content of Level 1 and 2 qualifications to ensure it remains fit for purpose.

Coach Bowls Recognition Scheme

This year saw the launch of the Coach Bowls Recognition Scheme which seeks to reward coaches for their day-to-day efforts within their clubs. Until now, it has been impossible to identify and recognise this work as there has been no system through which to do it.

The scheme operates on a Bronze, Silver, Gold level basis whereby coaches accrue points for their activities whether that be coaching a new bowler, a current club member, attending a training module or gaining a qualification. The scheme operates over three years giving coaches time to attain one or all of the levels and ensuring that the national bodies of the sport can appropriately recognise and value their contribution.

This is also a major step forward for the data analysis aspect of the BDA, as having greater visibility of the activities of coaches will allow for previous assumptions to be tested with accurate and factual data. The current influence figures that form that basis of the Sport England Dashboard are a good example of this as the level of influence of a coach is currently an assumption based on colloquial evidence but the Coach Bowls Recognition Scheme will provide physical data on which to test and, if necessary, adjust the initial assumption.

Since the launch of Coach Bowls, the BDA has sought to make coaches a more central part of their clubs. This new scheme marks a milestone in this continuous campaign as over 1,400 coaches now have the opportunity to log their activity, have it recognised by the whole sport whilst also contributing to the production of accurate, data based predictions and outcomes.



2018 Coaching Conference – Making a positive difference

Over 100 delegates attended the first ever national Coach Bowls Conference held at the Woodland Grange Hotel in Leamington Spa on 22nd March 2018. The event sold out before Christmas in 2017. The event was sponsored by Factory Eleven who the BDA have worked closely with using their Bowlsparc equipment to promote bowls in the community.

The wide range of speakers brought their experience of coaching to the event and were both inspiring and motivational. They included Emma Atkins (Director of Coaching at UK Coaching), Nigel Redman (Head of Performance Team Development at British Swimming), Giselle Mather (Ladies Director of Rugby at Wasps RFC - *right*) and David Turner (Great Britain and England Javelin Coach).



Two workshops were led by Graeme Foreman and David Turner.

97% of those attending rated the event as excellent/very good and would be keen to attend another one next year and 91% thought the event was excellent/very good value for money.

Coaching Awards

Following on from the conference, the inaugural Coaching Awards were presented to the successful nominees. Many of the categories were nominated by coaches, clubs and bowlers across the country. The top coaches were then short listed in each category by a panel including the Coach Bowls Manager, BDA Development Director, BDA Independent Board member and independent members of the Coach Education Advisory Group.

The short listed coaches then went forward to a public vote, in which in excess of 800 votes were received.

The categories awarded this year were:

- Young Coach of the Year
- Male Coach of the Year
- Female Coach of the Year
- Inclusive Coach of the Year
- New Coach of the Year
- Coach Educator of the Year
- Coaching County of the Year

Objectives for Year 2:

- Increase number of coaches submitting Coach Bowls Recognition Scheme data sheets.
- To develop an annual programme of qualification courses and modules across the country.
- Increase the tutor workforce.



Delivery

Disability Development

Following the 2013-2017 Disability strategic plan, the BDA remain committed to championing and imbedding inclusivity in every aspect of our work. In every programme delivered there is the requirement for BDA staff to ensure inclusivity and to support clubs to become accessible venues for disabled people.

Recent successes:

- Influencing over 3,500 disabled participants to play bowls through our funded events between 2013 and 2017
- Release of yearly Advisory Guides relating to disabled participation and adaptive equipment and funding.
- Creation of a Working with Disabled People in Bowls coach education course.
- Creation of a National Disability Kitemark Accreditation Scheme for bowls clubs.
- Creation of an annual Love Fisher Brown Award
- Forming a Disability Steering Group and development of a closer working relationship between the BDA, the English Federation for Disability Sport, Bowls England, the English Indoor Bowling Association and Disability Bowls England.

471 disabled people attending recruitment events

280 new disabled members

The BDA is determined to take further steps to ensure appropriate awareness is raised about disabled participation in the sport and adequate guidance is provided for clubs.

Recent challenges:

Year 1 brought significant challenges which required a major re-think of approach and required some changes to be introduced. These challenges included:

- Insufficient amount of tutors to run Working with Disabled People in Bowls modules in required numbers.
- Only 1 club has attained the Disability Kitemark accreditation.
- There were no applications for the 2017 Love Fisher Brown Award.
- The number of disabled participants joining bowls clubs through BDA's Play Bowls funded events decreased compared to previous years.
- Little progress has been made on the tasks included in the National Disability Strategic Action Plan (NDSAP).



To tackle these challenges, the BDA has undertaken the following actions:

- Appointing a new Disability Lead, responsible for the implementation of the BDA's disability strategic actions as stated in the NDSAP.
- Identified and upskilled new tutors who are now able to deliver Working with Disabled People in Bowls Module. 4 new tutors are already identified, representing a 100% increase in the number of trained tutors for this module.
- The requirement to obtain a Disability Kitemark accreditation is part of the Development Plan of 15 clubs involved in BDA's Club Development Programme.
- An updated version of the NDSAP is being produced to give significant, but achievable, targets and provide enough clarity and direction for their implementation.
- Postponed the launch of the 2018 Love Fisher Brown Award to allow a review of the criteria and to encourage more applications to be submitted.



Delivery

Women Can campaign



The Women Can campaign was officially launched at the inaugural Coaching Conference in March this year. The campaign aims to empower and inspire more women to become involved and participate in the sport of bowls as a coach, player, administrator or official.

Currently only 39% of the bowling club population in England are women, and this campaign has been developed to increase the number from this figure to 45% by 2021.

The programme is broken down into three phases:

- **Phase 1:** Campaign/Call to Action
- **Phase 2:** Profiling – research/insight into what Women want/produce resource pack
- **Phase 3:** Products - Develop "offers" to attract different age groups. Support clubs that the BDA are currently working with and who are keen to get more women playing to take up one of the offers and provide some funding for them to do this.

Successes of the campaign:

- Recruitment of 8 ambassadors and 8 leaders
- Biographies have been produced for the 8 Ambassadors.
- Profiles/stories have been produced for the 8 Ambassadors and 8 Leaders (16 in total) plus an additional profile on Helen Wood.
- A campaign video has been produced.
- A five- page article on the campaign was printed in the April edition of Bowls International.
- A library of photographs has been produced.
- A short film on each of the eight Ambassadors has been produced.
- A social media schedule has been produced.
- The campaign was launched at the BDA Coaching Conference on 22nd March 2018.
- Campaign t-shirts, bags, water bottles have been sourced and produced.
- A process has been developed for women to sign up to support the campaign.
- Women Can objectives have been written into club development planning.
- A page has been set up on the BDA website for Women Can material to be posted onto.
- Women Can merchandise shop has been produced to give bowlers the opportunity to purchase our t-shirts and bags.





Marketing and Promotion

Social Media

The BDA understand utilise social media to:

- promote programmes, courses, events and offers
- connect to the bowling community by allowing them an easy 'inside' access to the BDA's work
- encourage two-way communication between the BDA and the bowling community
- lead by example, so that bowling clubs realise the benefits of these platforms and start utilising social media themselves

To do that, in September 2017 a member of the BDA team was appointed to lead on and manage social media content. Since that date, BDA Facebook and Twitter publications increased to at least 3 per week on average, not including shares and re-tweets of partners' publications. As a result:



- Facebook followership has increased by 37.6% from 291 people in early September to 400 people to date. Twitter followership has increased by 10.61% from 886 to 980.
- Monthly total tweet impressions (i.e. how many people were reached by each tweet combined) increased from 668 in August 2017 to 24,900 in March 2018, an increase of 3627%.
- Twitter monthly profile visits increased by 257% from 208 in August 2017 to 745 in March 2018. The amounts of time the BDA was mentioned monthly on Twitter raised from 10 times in August 2017 to 35 times in March 2018 (250% increase).

- Monthly page views on Facebook have increased from under 10 in August 2017 to 309 in the last 28 days. Monthly reach on Facebook (the amount of people reached by each one of our posts combined) has increased from under 100 in August to 7514 in the last 28 days.

Through the social media feeds, the BDA is seeing a significant increase in the amount of people engaging with our posts, by liking, commenting and sharing them, or by clicking on the website links included in the publications. There were 2724 such engagements on Facebook in the last 28 days (compared to 0 in August 2017), and 485 more on Twitter.

Newsletter

The BDA continues to publish a quarterly newsletter which goes to all affiliated Bowls England and EIBA clubs and features content from all BDA team members.



Staff Structure



The staff structure has remained unaltered throughout the year though Anna Coulson, George Babalev and Kara Purvis have all joined the team since 1st April, 2017. The following individuals currently form the BDA staff:

- **Development Director** – Susan Cooper (*joined October 2010*)
- **Insight & Development Manager** – Paul Humphreys (*joined June 2011*)
- **Coaching Manager** – Amanda Scriven-Purcell (*joined October 2011*)
- **Finance & Governance Manager** – Chris Parkin (*joined June 2011*)
- **Club Development Manager** – Jon Hart (*joined January 2016*)
- **Club Development Officer** – Anna Coulson (*joined April 2017*)
- **Club Development Officer** – George Babalev (*joined August 2017*)
- **Admin Officer (P/T)** – Kara Purvis (*joined September 2017*)



Key objectives for Year 2

Delivery Strand	Objective
Club Development Programme	Focus on engagement of clubs in the northern counties to generate a better geographical spread of engaged clubs
	Stronger enforcement of the terms and conditions to act against clubs on the programme who are reluctant to fully engage or work at an acceptable pace
	6- month deadline for all Development Plan's (bar recruitment activities) to be completed within which will provide greater focus, intensity and an improved ability to demonstrate impact within the same delivery year.
Play Bowls Packages	Ensure at least 300 packages are applied for during the application windows
Coach Bowls	Increase number of coaches submitting Coach Bowls Recognition Scheme data sheets
	To develop an annual programme of qualification courses and modules across the country
	Increase the tutor workforce
Disability Development	Production and signing off of the new National Disability Action Plan by September 2018
	Host 10 Working with Disabled People in Bowls Modules and upskill 4 tutors to deliver them.
	30 clubs to achieve a Disability Kitemark Accreditation Status
	Host 4 Disability Engagement Events in partnership with Disability Bowls England.
Women Can campaign	Identify 8 pilot clubs to implement products and offers
	Link 8 ambassadors with pilot clubs to support activity.
	50% of Ambassadors to speak/present on the campaign to identified groups.
	Sign up 200 Women to the campaign via the sign-up online portal
	Engage 20 Women as part of the 'Women Can Supporters group'