



GET ACTIVE, HAVE FUN, PLAY BOWLS



**Year 2 Annual Report
Bowls Development Alliance
April 2019**

This document has been approved for public release



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Executive Summary

The BDA continues to work towards delivering its vision as laid out in the Play Bowls Strategy 2017-2021:

“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 developed to achieve this are:

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

With year two delivery now complete the BDA is seeing some real success with these programmes.

Some of the highlights of the last twelve months include the high take up from clubs to be part of the Club Development Programme, the transition of Coach Bowls across to Bowls England and the EIBA Ltd, whose role it is now to truly embed coaching into the sport, and the development of a National Partnership Agreement with the Women's Institute to work together to encourage more women to play bowls, coach bowls and volunteer in the sport as part of the BDA's Women Can initiative.

The BDA continues to play a role on the Disability Strategic Group, including leading the work on the updating of the five-year action plan and the development of the resource pack for those clubs looking to improve their engagement with people with a disability. The BDA has also led the revival of the Love Fisher Brown Award and the re-branding of what was the Disability Bowls Kite-Mark to the new Bowls Disability Mark.

2018-2019 saw a real focus on looking at the financial sustainability of the Bowls Development Alliance, with the team working with Oaks Consultancy to develop a strategy for income generation for the organisation. The recommendations are presently being considered.

Governance remains high on the agenda of the BDA Board and the BDA are continuing to meet all the governance requirements of tier three of the Code for Sports Governance.

The BDA has driven the work on safeguarding forward with the recent re-submission of documents resulting in moving the amber RAG rating to green. This area of work remains a constant challenge for the sport but with the safeguarding panel in place, around which all five of the NGBs sit, there is a real commitment to bring about change.

One of the main challenges the BDA still faces is influencing the collection of accurate data from Bowls England and the EIBA Ltd, which is vital when evidencing the impact of the work of the BDA and being in a strong position for future funding opportunities. There has been some work in this area but still more needs to be done.



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Targets have been met and, in some cases, surpassed so it has been a very successful twelve months for the team.

Congratulation to all the BDA team for all their efforts throughout the last twelve months.

We now look forward to addressing the challenges we still face in 2019-2020.



The BDA Team

Back Row (*left to right*)

Ian McCombes, *Just Bowl Co-ordinator*

Conor Grogan, *Club Development Officer*

Jon Hart, *Development Manager*

Chris Parkin, *Finance & Governance Manager*

George Babalev, *Club Development Co-ordinator*

Kevin Else, *Just Bowl Officer*

Front Row (*left to right*)

Kara Purvis, *Administration Officer (P/T)*

Susan Cooper, *Development Director*

Anna Coulson, *Club Development Officer*

BDA Target Tracker 17-21

BDA Target Tracker 17-21						
Dashboard						
Item	Y1 (13-17) Baseline	Year 1		Year 2		Y3 Baseline
		Actual	Add. Influence	Target Hit (+/-)	Actual	
13-17	12,760	435	0	13,195	435	13,630
Packages	0	1,470	0	-207	1,470	0
CDP	5,400	5,360	134	5,494	5,435	3,403
Coach Bowls	9,936	1,001	6,681	-2,272	7,682	1,683
Annual Target		28,096		32,500		
Baseline		27,841		35,364		
Diversity						
Female participants	Y1 (13-17) Baseline	Year 1		Year 2		Y3 Baseline
		Actual	%	Target Hit (+/-)	Actual	
Female participants	14279 (33%)		39.46%	+0.46%	39.46%	32.70%
Disabled participants	9519 (26%)		10.38%	-15.62%	10.38%	-8.30%
Annual Target		38.23%		7.23%		
Baseline		F: 39.46%		F: 41%		
Actual Baseline		D: 10.38%		D: 31%		
Overall		F: 39.46%		F: 32.7%		
		D: 10.38%		D: 12.4%		



Performance Indicators

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 2 the BDA has been able to recruit:

New members	New qualified coaches	New volunteers
2,565	232	640

(As of 31/03/2019)

The BDA has seen the impact in Year 2 of the groundwork put in over the first 18 months of this four-year plan. With all three delivery strands now well-established, clubs, volunteers and coaches are pulling on these resources to support their activities.

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 1st April, 2019 the BDA's core market baseline stood at 25,364 which is 2,864 above target. A full breakdown of this figure is shown below, by programme:

Item	Year 2 Baseline	Year 2		Year 3 Baseline
		Actual (Net)	Add. Influence	
13-17 Track Record	13,195	435	0	13,630
PB Packages	1,470	1,933	0	3,403
CDP	5,494	5,435	608	6,043
Coach Bowls	7,682	1,683	10,605	12,288

Target Year 2 Baseline Overall	32,500
Actual Year 2 Baseline Overall	35,364



It is important to highlight that the initial Year 1 baseline was 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 package scheme 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.

These rules are also present within the Year 2 data and subsequently the entire four-year plan.

In terms of disabled participation and female participation targets:

	Target	Actual
Disabled participation	31%	44.28%
Female participation	41%	32.70%

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 Ltd was used to calculate the Year 1 figure.
- During the 18-month review meeting with Sport England, it was agreed that due to poor returns from the NGB affiliation data the BDA would submit a questionnaire directly to clubs to gain a better understanding of disabled participation in the sport.
- The survey was opened to clubs between the 4th January 2019 and the 1st April 2019. In that time, 702 responses were received of which 498 were fully completed and used to calculate the disabled participation figure.
- From the 498 clubs, there was an average playing membership of 70 and from the responses received, on average 31 of those playing members were classed as having a disability or long-standing illness. This equates to 44.28% of the playing membership.
- When calculating the female participation dashboard target, affiliation data from Bowls England and the EIBA Ltd was used to calculate this. The 32.70% represents the number of females within the BDA’s core market since 1st April 2019.
- Unfortunately, the sport has seen a decline in female participation over the last 12 months. This is down from 39.46% in Year 1 to 32.70% in Year 2.
- The BDA has reacted to the decline in female participation by launching the Women Can campaign which has been created to encourage more women into the sport through participation, coaching and volunteering.
- More can be seen on the detail of the Women Can campaign in the dedicated section of this annual report. It is hoped that the ground work that has been put in over the last 6 months will start to show an impact on the sport’s gender split over the next 12 to 18 months.



GET ACTIVE, HAVE FUN, PLAY BOWLS

Club Development Programme



30 Development Plans in progress

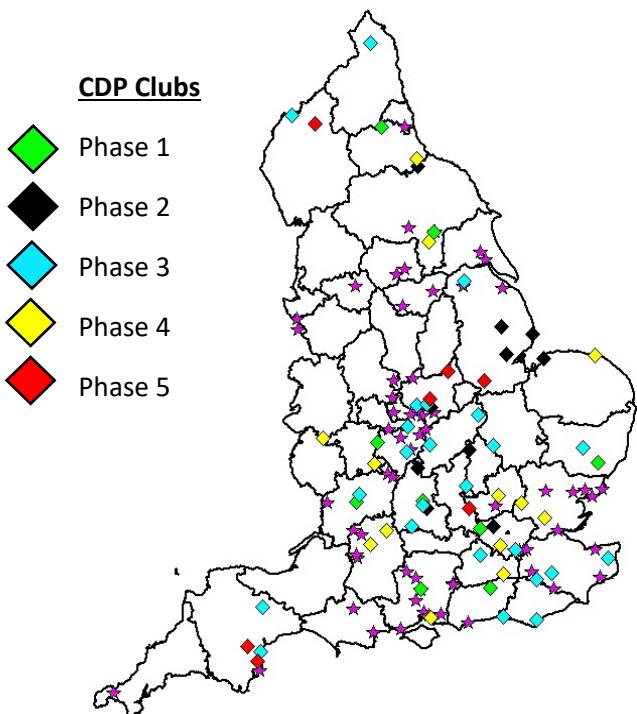
29 Development Plans completed

141 new coaches & volunteers

401 new trained Club Helpers

Created in 2017 as part of the BDA's four-year Sport England-funded delivery plan, the Club Development Programme offers Bowls England and EIBA Ltd affiliated clubs across the country a unique support programme to develop and better sustain their current membership and recruit new members into the sport. Every club that signs up to the programme receives direct support from the BDA to create a Club Development Plan that will help the club to support new recruitment initiatives and improve their presence in their local communities. Building on the programme's successful launch in 2017-2018, the BDA team has continued to influence clubs with a declining membership and help them grow and sustain membership. Initial difficulties with engaging enough clubs through the selection process in phases 1 and 2, led to the introduction of application windows in January 2018. Since then, 48 clubs have applied and were accepted into the programme. The introduction of the open application process has ensured that the clubs which apply to join the programme have proactive and energetic committees that are undertaking the tasks set out in their development plan, in an organised and timely manner.

As a result, the BDA team managed to reduce the average duration of engagement with each club from 12 months to 8 months in the past year.



Overall, the support clubs receive through the programme has proven to be invaluable and has led to clubs recruiting on average 22 new members per year, significantly more than they have managed to recruit in the past. Through the Club Development Programme, the BDA has been successful in training over 10 Club Helpers, just under 2 other volunteers, and just under 3 Coach Bowls qualified coaches per club.

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



Case Study: Oundle Bowling Club

Like most outdoor clubs, Oundle BC finds recruiting new members and maintaining their membership particularly challenging. That is why the club did not hesitate to apply to take part in the BDA's Club Development Programme at the first opportunity. Since then, with the BDA's help the club has managed to:

- Recruit 17 new members in 1 season.
- Introduce a 'Buddy' system, to ease the integration of new members.
- Launch a Bowls2U outreach programme.
- Improve the content and look of its website.
- Send 3 coaches to a Working with Disabled People in Bowls module.
- Train 13 club volunteers through a Club Helpers' Workshop.
- Obtain an A-Star certification of its bowling green.
- Obtain a Bowls Disability Mark Status.
- Develop closer relationships with the local community.
- Raise a total of £1,220 in aid of the Sue Ryder Hospice.
- Secure a major clubhouse extension grant.



“From the outset the club was impressed with the BDA officer’s in-depth knowledge of the functioning of bowls clubs and his ability to engender enthusiasm. The Committee is very grateful for the support given by the BDA throughout our engagement and now feels confident in its long-term future. It is also gratifying to note, that many new members, having seen improvements being made to the club, are now assisting with making the club an ongoing success.”

David Walker, Oundle BC chairman

Highlights, challenges and key learning:

- In addition to the direct benefits (new members, coaches, volunteers), the Club Development Programme has had a substantial, positive influence on the overall governance and management of the clubs (e.g. better membership forms, introducing committee role descriptions, club accessibility).
- The Club Helper Workshop delivered to Club Development Programme clubs has become a huge success, with an average of 10 bowlers per club being trained as club helpers, supporting the club coaches in running open days and facilitating fun and engaging sessions for beginners.
- The geographical spread of clubs that have applied to be part of the programme is uneven between regions and counties. The single biggest indicator of the level of engagement of clubs within a county is the presence of a local volunteer with influence, to increase the demand and communication on the ground.
- The BDA Club Development Team is still finding it challenging to engage with clubs from the north of England, due to the lower number of clubs compared to the other regions, the prevalence of British Crown Green clubs and the lack of relationships between clubs, county associations and the Governing Bodies.
- Of the 25 clubs that have applied to be part of the Club Development Programme since April 2018, only 2 are indoor clubs.



- Travelling to meet and work with clubs located in isolated counties such as Kent, Lincolnshire and Norfolk has proved to be challenging. To address this the BDA team has approached some County Sports Partnerships to support the team in its work with clubs within such counties. To date, the Kent CSP has agreed to work with the BDA and support 7 clubs through the Club Development Programme.
- The average age of committee members, and their inexperience working with various computer software, can often make it challenging for clubs to fully seize the available opportunities to promote themselves online. The help of the BDA officers has improved clubs' online presence significantly, and the BDA open day poster templates are very popular among club committees. However, there is room for further development.
- Since the application window in phase 3, there has been a slight drop in the number of clubs applying to be part of the programme. In January 2019, the BDA launched a promotional push and sent an information pack to each club, encouraging them to apply for the Club Development Programme. The membership decline threshold, which is part of the clubs' application criteria, has also been lowered to 3% to allow for more clubs to apply.

Case Study: Oasis IBC

When Oasis IBC joined the Club Development Programme, the club was seeing a gradual decline in membership, struggling to convert new members through their open coaching session, and unable to find enough volunteers to help run the club. However, by completing their development plan, with the help of the BDA officers, the club has:

- Appointed a Club Marketing Officer.
- Developed a club website and Facebook page.
- Created links with key organisations in the community.
- Set up their first casual roll-ups for beginners.
- Started an additional weekly coaching session.
- Trained 9 new volunteers to support the club coaches.
- Recruited 42 new members in one season.



"We thank the BDA for all their support over the past year. We made a big leap in our development as a club this year and a lot of it is due to the BDA's positive influence."

Richard Bridges, Club Chairman and coach



Play Bowls Packages

The Play Bowls Packages have continued to prove themselves an excellent tool to support clubs with their recruitment of new members.

With more than 3,500 clubs able to access the tool, the challenge is to encourage new clubs to apply ahead of clubs that are applying on consecutive years.

271 packages applied for

206 packages delivered

1,669 new members 55+

13 new disabled members

1,896 overall new
members

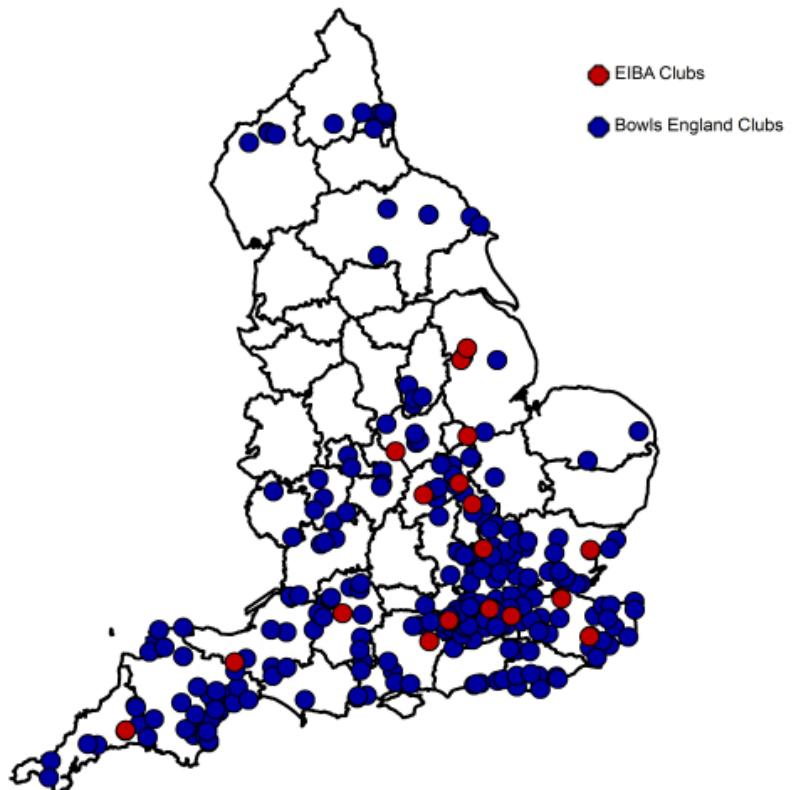
Summary of Key Learnings:

- More clubs are becoming aware of the scheme and how it can support them to better recruit new members.
- Whilst applications are slightly down compared to Year 1, average number of new members recruited is higher.
- Evidence that some clubs are now confident in their recruitment process and no longer require the support.

Right: Geographical spread of Play Bowls Packages completed within Year 2

"I think the Play Bowls Package is very straightforward and an easy process to apply for. The resource pack is good with lots of editable posters and ideas. For a new club applying it is a good tool to use. From the sessions ran we recruited 19 new members and used the funding to purchase some new bowls and coaching equipment for members of the club to use"

Rosemary Arrowsmith-Oliver,
Coach, Chawton Park IBC





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Coach Bowls



This year has been a period of transition, with the BDA working with Bowls England and the EIBA Ltd to transfer coaching across to the National Governing Bodies in order to ensure sustainability of coaching for the long-term future of the sport.

The process involved meetings with the NGBs to discuss the requirements for running a coaching scheme, including the need for both a full time Coaching Manager and full time Administration Officer. The BDA Finance and Governance Manager took both partners and staff through the finances associated with running Coach Bowls, as well as the processes around bookings and administration of the courses and modules themselves.

A staff member was identified to take on the administration and he worked closely with the BDA Finance and Governance Manager for a period of six months, as various areas of work gradually transferred across.

This process was finalised, and Coach Bowls moved across to the NGBs on 1st April 2019. The BDA Coaching Manager was also transferred across, under a TUPE agreement.

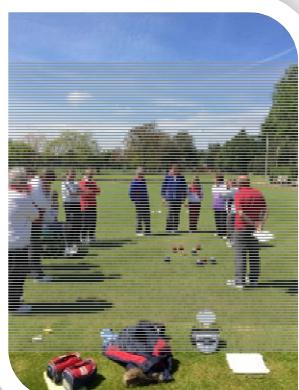
This is the completion of eight years of coaching development, which the BDA has led since 2011. The immense task has involved the development of a new coaching structure for the sport of bowls, to include a suite of qualifications and a range of modules to support coaches with their continual personal development.

Alongside has been the development of a coaching workforce, including tutors and assessors, and the setting up of a Coaching Advisory group, to provide technical expertise on the continuous development of the qualifications and modules, as well as a County Coaching Co-ordinators group who act as a local voice and help to support coaches at a local level.

This year has also seen the piloting of the new Level Three Certificate in Coaching Sport (Bowls) which completes the suite of qualifications.

The BDA Club Development Team have had a major role this year in identifying the need for courses across their club network, resulting in an increase in the number of qualifications and modules being delivered.

The development of the new Adult Safeguarding in Bowls module, which was only launched in January 2019, has been extremely well received with twelve courses having already been delivered across the country.





Qualification and modules update:

Level One Award in Coaching

- New formative assessment format developed.
- New administrative documents written for communication with the learners pre, during and post course.
- Short Mat amendments rewritten for any candidates from ESMBA.
- Crown Green amendments written for any candidates from BCGBA.

Level Two Certificate in Coaching Bowls

- Tutors reviewing the documentation in line with proposed changes.
- Full review and reprint due September 2019.

Level Three Certificate in Coaching Sport (Bowls)

- First pilot course delivered with 10 candidates.
- Course timetable to be reviewed after pilot to make better use of practical time.
- More use of technology to be explored.

Play Bowls Activator

- The Play Bowls Activator modules have been limited this year, with feedback showing that club volunteers are not attending as they believe the course is aimed at coaches.
- It is hoped that more promotion of the module will lead to greater take up.
- This module is now being delivered to British Crown Green Clubs, where it has been well received.

Working with Disabled People in Bowls

- Full course review in line with Activity Alliance's changes.
- New material awaiting approval from Activity Alliance to utilise some of their content.
- Possible new tutor update/training being investigated for April 2019.

Safeguarding

- New Adult Safeguarding in Bowls module launched January 2019.
- Currently 3 main tutors with 4 further tutors trained (1 of whom has now delivered independently and been observed).
- Complete rewrite of presentation and resource document following delivery of the first ten modules.

Continual Professional Development

- New 'Mentoring in Bowls' module developed and launched.



Key figures for 2018-2019

Course title		Planned	Delivered	Candidates	Competent	Not Yet Competent
Play Bowls Activator		5	6	79	N/A	N/A
Level One		27	33	330	203	126
Level Two		7	5	44	29	15
Level Three		1	1	10	0	10
Safeguarding in Bowls	TTL	21	6	69	N/A	N/A
	Adult	12	12	161		
Working with Disabled People in Bowls		10	8	57	N/A	N/A

Although Coach Bowls will have transferred across to the NGBs from 1st April 2019, a MoU has been put in place which will ensure that targets, as agreed in the Play Bowls funding submission to Sport England for the period 2017 -2021, will be met. The MoU agrees a reporting process, so that number of courses delivered and number of candidates attending are at the required level to meet the agreed targets.

Workforce

Course title	Current	Training	Total
Play Bowls Activator	22	4	26
Level One	19	4	23
Level Two	11	3	14
Adult Safeguarding in Bowls	4	4	8
Safeguarding in Bowls - Time to Listen	6	1	7
Working with Disabled People in Bowls	6	1	7
Assessors	9	1	10
Support Tutors	8	0	8
Internal Quality Assurers	2	0	2
Mentoring in Bowls	3	7	10

Summary

The BDA are delighted that Coach Bowls has now become an integral part of the work of Bowls England and the English Indoor Bowling Association Ltd.

British Crown Green Bowling Association and the England Short Mat Bowling Association are both signed up in support of Coach Bowls and together all four organisations will benefit from the work of the BDA over the previous eight years.

It is a legacy of which the BDA are very proud of and they wish Coach Bowls every success as the baton is passed on.



Disability Development

Since the appointment of a new Disability Lead in March 2018, the BDA has driven the work of the National Disability Bowls Steering Group (DSG) and influenced the development of disability bowls in general.

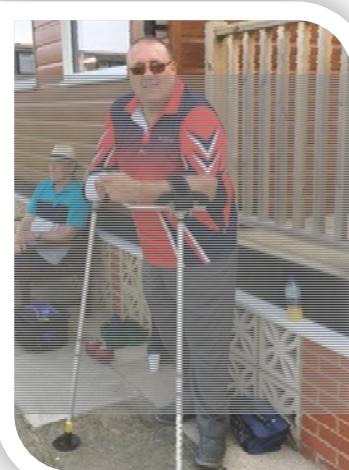
Successes in the past year include:

- Reviewing and re-writing the National Strategic Disability Action Plan, to include clear and measurable objectives for all Disability Steering Group Partners. The plan was signed off and approved at board level by every DSG partner organisation.
- Re-launching the Love Fisher Brown Award in December 2018, showcasing the work of inclusive clubs over the past year. 2018 was the award's most successful year, with 17 different clubs being nominated.
- Creation of a Disability Cloud Drive for sharing information between DSG partners.
- Review and relaunch of Disability Kitemark Accreditation Scheme, under the new name of Bowls Disability Mark.
- Creation and circulation of a Club Inclusion and Accessibility Survey, designed to understand the make-up of the membership of clubs with regards to disability. To date, the survey has been completed by 715 clubs.
- Four new tutors trained to deliver the Working with Disabled People in Bowls module.

366 disabled people attending recruitment events

229 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:

Despite the substantial work undertaken during 2018-2019, the BDA is still facing some challenges, namely:

- There is a low number of clubs sending their coaches, volunteers and officials to a **Working with Disabled People in Bowls** module. Moreover, the coaches that do attend the module often struggle to influence their committees to make a positive difference at club level.
- Although there has been significant progress over the past year, the level of awareness of disability bowls and the support available is still generally low among clubs, coaches and volunteers.

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

- Working with Coach Bowls to re-launch the "Working with Disabled People in Bowls" module to target both coaches and club committee officials and address the structural challenges that create barriers for disabled people to participate in bowls.
- A new extended "Advisory Guide for Disabled Participation in Bowls" is being prepared to provide clubs and coaches with ideas and guidance on ensuring that everyone, regardless of disability, have access to the sport of bowls from a beginner through to the elite performer.
- To set up a database with Disability Bowls England, Bowls England and EIBA Ltd to include every club each organisation is working with on disability, to ensure an effective and co-ordinated approach and an improved means of communicating with clubs.





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WOMEN CAN campaign



The Women Can campaign was officially launched at the inaugural Coach Bowls Coaching Conference in March 2018. The aim of the campaign is to empower and inspire more women to become involved and participate in the sport of bowls, as a player, coach, administrator or official.

Clubs wishing to be a part of the campaign can download a resource pack which provides ideas on how clubs can better engage with women.

National Partnership

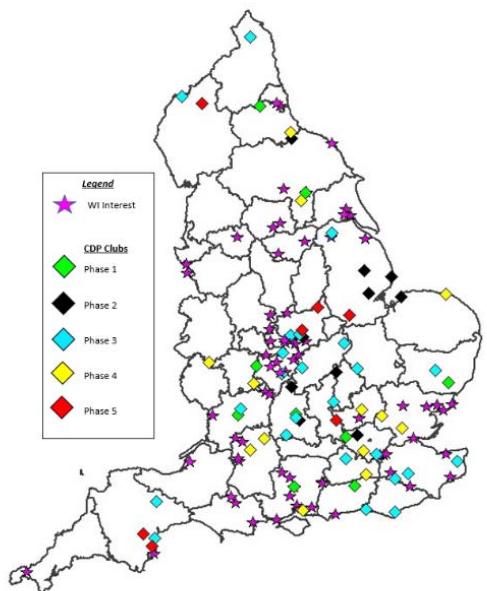
In January 2019 the BDA signed an agreement with the National Federation of Women's Institute (NFWI) to provide opportunities for WI members to get involved in the sport of bowls across the whole country.

Currently only 32.7% of the bowling club population in England are women, and this campaign has been developed to increase that number to 45% by 2021.

It is hoped that this new partnership will have a real impact on women's participation in the game.

The project offers WIs and County Federations the opportunity to take part in a 6-week bowls activity programme, which is hosted at a club local to the WI applicant.

The map illustrates where the WI groups are located in proximity to the BDA's Club Development Clubs. The aim initially is to link those WIs who sign up, to those clubs where the BDA team has been working. Once this is completed then further clubs will be identified using the combined knowledge of the BDA team and the NGBs to ensure WI members will receive a quality experience.





GET ACTIVE, HAVE FUN, PLAY BOWLS



Recent successes of the campaign:

- 90 clubs have signed up to the Women Can campaign.
- Successful Women Can events ran by clubs.
- BBC Spotlight coverage of a “Cocktail & Bowls” evening run by Kings BC in Torquay.
- Women Can resource pack produced for clubs to support them in their recruitment of more women into the sport.
- Women Can ambassadors and leaders identified to support clubs in their area.
- Secured a national partnership with the National Federation of Women’s Institutes.
- Engaged over 90 WI groups, 6 federations and individuals.
- Presence of the campaign on the ‘This Girl Can’ Sport England website.
- Women Can article featured in Bowls International.
- Regular social media posts with many more clubs showing interest.





Year 3 Budget

The budget for Year 3 has been re-adjusted with the launch of the Women Can programme and further savings identified in the running of the business. At 15.15% of the budget, core funding remains within the Sport England limit of 25% of the overall budget.

Up to £100,000 (25.14%) has been allocated in direct funding available to clubs via the Club Development Programme and through the Play Bowls Package scheme.

Staff salaries remain in-line with similar positions within the sector.

Financial Sustainability

The BDA team have been working with Oaks Consultancy to look at how the organisation can become more sustainable and not so reliant on Sport England funding.

The report shows that as an “umbrella” organisation for the sport of bowls there are no easy answers to address this current situation.

The report is currently being discussed at board level and the BDA await a further meeting with Sport England to discuss if further funding could be made available to maximise any opportunities identified.



Governance

The Board of Directors of the Bowls Development Alliance (BDA) met four times (quarterly) during the year. At each meeting governance was an agenda item and discussed. The Board received updates from the Development Director and Finance and Governance Manager at every meeting.

The Chairman and the Finance and Governance Manager meet monthly to review any Governance concerns and looking at ways to build on the continued compliance with the Code for Sports Governance.

During 2018/19 the BDA remained in compliance with the Code for Sports Governance and an internal review against the code was completed to ensure continued compliance. The finance accounts for the period ending 31st March 2018 were received and were duly audited by the external auditors Robert Whowell & Partners, with no problems reported. A copy of the audited accounts can be found on www.playbowls.org/aboutus/governance.

The Board continues to be chaired by an appointed Independent Non-Executive Director, with the remainder of the Board made up of two further Independent Non-Executive Directors and two appointed representatives of the partner National Governing Bodies. The Development Director and Finance and Governance Manager also attend board meetings

Board Member	Possible Attendance	Actual Attendance
Malcolm Douglas (Chair)	4	4
Terry Maywood (INED)	4	4
Gavin Baker (INED)	4	4
Peter Thompson (EIBA Ltd)	4	3
Tony Allcock MBE (BE)	4	4
Staff Attending		
Susan Cooper (BDA)	4	4
Chris Parkin (BDA)	4	4

For the 2019/20 the main Governance objectives are:

- Remain in compliance with the Code for Sports Governance.
- Review and build on risk management and internal control processes.
- Undertake an external review of the Board's effectiveness and performance.



Safeguarding

Following an assessment by the NSPCC last year, bowls received an amber RAG rating.

The BDA met with the NSPCC representative to look at what needed to be done to satisfy a green RAG rating. Following feedback the BDA then took the lead and re-visited both the action plan and training matrix, and agreed with the Safeguarding Bowls panel that additional items need to be included. The BDA then developed an Excel document, which each NGB could access to show evidence that they had met various criteria

Following re-submission bowls received a green RAG rating.

The Safeguarding Bowls panel, which is made up of representatives from all five of bowls National Governing Bodies, has been undergoing both “Lead Officer” and “Case Management” training.

The NSPCC representative has also attended several of the NGB Boards to provide an update on safeguarding and to discuss some of the issues facing the sport.

One issue we do face is that there has been very little time for us to implement our actions, as these have only recently been agreed following our re-assessment and the next assessment is coming up in May.

In January we launched the new “Adult Safeguarding in Bowls” module (3hrs) This is as a result of the sport identifying the need for a module focused on adults, which would be more applicable to many of the bowls clubs which have no junior members.

Twelve courses have been delivered between January and March 2019, with 161 club volunteers attending. The course has been very well received by clubs. We continue to offer the “Safeguarding in Bowls -Time to Listen” module, with six having been delivered to 60 club volunteers during the period 2018-2019.

The challenge for the sport remains that of consultation with young people and ensuring that all clubs have a Safeguarding Officer (although this is not yet mandatory).

Facility Development

In the four-year Play Bowls Strategy document the BDA outlined the need for a facility strategy across both the indoor and outdoor clubs, which could be used by the NGBs in their strategic planning beyond 2020.

4 Global were commissioned to carry out the work with both BE and the EIBA Ltd, which involved the development of a survey for all clubs to complete.

This piece of work has run over schedule and is now due to finish by the end of May 2019 when a report will be made available.



Marketing and Promotion

The BDA continues to market and promote all their programmes through BE and the EIBA Ltd and directly to clubs.

BE also forward information on behalf of the BDA through their County structures.

Direct marketing is carried out through the Club Development Programme and through Coach Bowls courses and modules.

BDA team members recently supported all of the BE Roadshow events and promoted all the opportunities available for clubs.

The BDA regularly supply information to Bowls International and other publications on request.

The website continues to carry information on all of the programmes and is maintained to ensure all information is up to date.



Social Media

The BDA continues to utilise social media to:

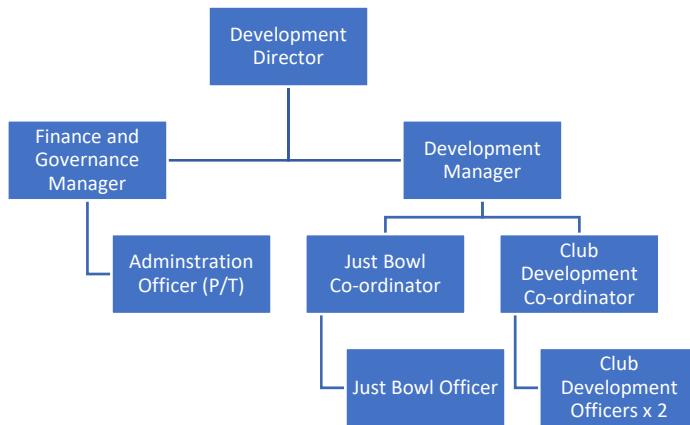
- promote programmes, courses, events and offers.
- connect to the bowling community by allowing them an easy 'inside' access to the BDA's work.
- encourage two-way communication between the BDA and the bowling community.
- lead by example, so that bowling clubs realise the benefits of these platforms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

The BDA continues to publish at least three Facebook and Twitter posts per week on average, not including shares and re-tweets of partners' publications. As a result, Facebook following has increased by 37.75% from 400 people in April 2018 to 551 people to date. Twitter followership has increased by 8.4% from 980 in April 2018 to 1062.

- Monthly total tweet impressions (i.e. how many people were reached by each tweet combined) have consistently reached levels of between 15,000 and 30,000 tweet impressions per month over the past year.
- BDA's video uploads are proving to be the most popular and engaging social media tools, reaching between 7,000 and 12,400 people from a single Facebook post.
- The Twitter engagement rate – which indicates the percentage of people who react to BDA's Twitter publications – has increased from an average of 2.14% in April 2018 to an average of 4.5% in March 2019. Through the social media feeds, the BDA is continuing to see an 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.



Staff



the greatest need lay for the organisation to meet its targets. It was also a good time to look at the opportunities this might provide for current team members.

Two members of staff were promoted in the re-organisation and a new individual joined the team by an external appointment as a Development Officer.

The Club Development Co-ordinator also has the responsibility for disability and social media and a Development Officer has the additional responsibility for the roll out of the national "Women Can" campaign and the new partnership with the National Federation of Women's Institutes.

With coaching moving across to the NGBs it has allowed for the BDA Administration Officer to focus on supporting the Development Officer with the administration around the "Women Can" initiative and keeping her hours up to 16 hours per week.

This led to a period of training and orientation into new roles. It also resulted in the formation of a Senior Managers' meeting between the Development Director, Finance and Governance Manager and Development Manager every 6 weeks to look at the strategic development of the organisation.

A new group was also formed to support the Development Manager with the collection and analysis of data. This group included the Finance and Governance Manager and the Club Development Co-ordinator.

These meetings sit alongside the regular whole team meetings which are held every 6-8 weeks for either two days or one, depending on work to be covered.

The transition of Coach Bowls to Bowls England and the EIBA Ltd from the 1st April 2019 has resulted in the Coaching Manager leaving the BDA team and moving across to the NGBs to continue in the same role.

The successful funding application for Just Bowl also brought in two new members of staff, a Just Bowl Co-ordinator and a Just Bowl Officer. They are included within the whole team, but they and the project are funded from a separate pot and have different reporting mechanisms, so are not mentioned in this document.

In November 2018 the BDA had to say goodbye to a senior member of the team who had been with the organisation for more than seven years and had a key role in both development and data analysis.

This did, however, provide the BDA with an opportunity to look again at the staff structure and identify where



Key Objectives for Year 3 (2019/20)

Club Development Programme	
To create a series of promotional video clips to further raise the awareness of the Club Development Programme and encourage more clubs to apply.	To continue to drive the programme in areas of low engagement, such as the North, parts of East Anglia and the South West.
To create links with influential volunteers and officials in counties where such links are not yet established.	To achieve a quicker turnaround of clubs by reviewing club applications on a rolling basis, which helps the BDA team to start the engagements with each club much earlier.
To introduce a more flexible approach in appointing Club Development Officers to clubs, taking the current workload of the Development Officers and location of clubs into consideration.	To ensure the team members have capacity to allow for working with an average of 16 new clubs per year. The BDA Development Officers will aim at setting a standard of 4-5 meetings per club and an average duration of engagement of 6 months.
The BDA will target 30 indoor clubs with a declining membership, capacity for growth and proactive committees, as identified by the EIBA Ltd, to invite them to join the Club Development Programme.	The phased approach in promotion and application for the programme to be replaced by continuous advertisement and an open application process.
Play Bowls Package Scheme	
Target of 300 clubs per window.	Survey all clubs to identify if any changes need to be made to improve the Package Scheme.
Identify other packages that could focus on specific target groups.	
Coach Bowls	
Support the transition over the following 6 months to ensure processes continue to run smoothly.	Ensure course delivery is in line with expectations as laid out in the MoU agreement.
The BDA team to continue to promote courses and modules.	
Disability Development	
Working with Coach Bowls to re-launch the “Working with Disabled People in Bowls” module to target both coaches and club committee officials, and address the structural challenges that create barriers for disabled people to participate in bowls.	A new extended “Advisory Guide for Disabled Participation in Bowls” is being prepared to provide clubs and coaches with ideas and guidance on ensuring that everyone, regardless of disability, has access to the sport of bowls from a beginner through to the elite performer.
To set up a database with Disability Bowls England, Bowls England and EIBA Ltd to include every club each organisation is working with in relation to disability bowls and club accessibility, to ensure an effective and co-ordinated approach.	



Women Can	
To continue to promote the Women Can campaign, encouraging more clubs to sign up to the campaign and download a resource pack.	To deliver the programme with the WI to link local federations signed up to the scheme with local clubs, offering six sessions to WI members with a view to then joining the club.
Safeguarding	
To maintain the current green RAG rating.	To continue to roll out safeguarding courses across the country.
Financial Sustainability	
To develop a clear plan that would support the future sustainability of the BDA.	
Governance	
Remain in compliance with the Code for Sports Governance.	Review and build on risk management and internal control processes.
Undertake an external review of the Board's effectiveness and performance.	
Data	
To support the NGBs in the collection of accurate data in preparation for a new funding submission to Sport England.	To identify other methods of data collection.
Play Bowls Strategy 2021-2025	
Begin preparation of new four-year plan following receiving criteria from Sport England.	