



**Year 3 Annual Report
Bowls Development Alliance
April 2020**



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Executive Summary

The BDA has continued to work towards delivering its vision as set out in the Play Bowls Strategy 2017-2021.

“Working with flat green clubs to help them and the bowlers within them to 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 which was identified as those aged 55 years and over or 16+ with a disability.

The interventions developed to achieve this are:

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

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

The Club Development Programme is the real highlight of the past twelve months. This unique support programme aimed at the recruitment of new members, the retention of current members and the development of the volunteer workforce has surpassed all expectations.

To date a total of 151 clubs have been or are currently working on the programme with recruitment initiatives showing an average of 42 new members in indoor clubs and around 12 in outdoor clubs.

More than 800 club members have attended the Club Helpers module which aims to upskill volunteers so that they can improve on how they deliver their open days and the subsequent follow up sessions. This module is delivered as an integral part of the Club Development Programme and has proven to be extremely well received.

The Play Bowls Package Scheme has continued to be a successful recruitment tool for clubs with 252 applying for funding in year three to run their open days and four subsequent follow up sessions. Around 1,725 new members aged 55+ have been introduced into bowls through this specific programme.

The development of the new Disability Bowls Advisory Guide will bring a much-needed new resource for clubs hoping to attract more members with a disability into their clubs.

Congratulations to Griffin Bowls Club the winners of the 2019 Love Fisher Brown Award which recognises those clubs that offer excellent opportunities for those with a disability to play the game.

The Women Can campaign has continued to grow steadily and the partnership with the National Women's Institute which links clubs and local WI groups together is a new and exciting development.

Just Bowl is a separate strand of work that focuses on bringing activity directly into the local community including care homes, hospitals, local groups such as Age UK, cancer support groups and other community organisations. The successful 18- month pilot was completed in



GET ACTIVE, HAVE FUN, PLAY BOWLS

December 2019 and in January 2020 Just Bowl was awarded a further three years of funding to extend the project across the country.

The BDA board of directors continues to support the work of the team and is currently looking into the financial sustainability of the organisation as it moves past its 10 -year mark.

The BDA continues to meet the requirements of the sports governance code and those of safeguarding .The Safeguarding in Bowls panel consisting of a representative from all five of the bowls National Governing Bodies continue to meet to ensure policies are in place to keep the sport of bowls as safe as it can be for all those participating.

The team look forward to the next 12 months and all the challenges it may bring.

The Team



Development Director



Business Operations Manager



Development Manager



Club Development Manager



Senior Club Development Officer



Administration Officer (P/T)



Just Bowl Manager



Senior Just Bowl Officer



Club Development Officer (P/T)



Club Development Officer



Club Development Officer - Women Can (P/T)

BDA Target Tracker 17-21

BDA Target Tracker 17-21

Dashboard

Item	Y1 (13-17) Baseline	Year 1		Y2 Baseline		Year 2		Y3 Baseline		Year 3		Y4 Baseline	
		Actual	Add. Influence	Target Hit (+/-)	Actual	Add. Influence	Target Hit (+/-)	Actual	Add. Influence	Target Hit (+/-)	Actual	Add. Influence	Target Hit (+/-)
13-17	12,760	435	0	0	13,195	0	0	13,630	0	435	0	14,065	
Packages	0	1,470	-207	1,470	1,470	0	256	1,933	0	1,739	62	1,739	
CDP	5,400	5,360	134	5,494	608	682	828	6,082	828	5,431	859	6,259	
Coach Bowls	9,936	1,001	6,681	7,682	10,605	2,352	14,606	12,288	14,606	2,246	3,494	16,852	
3% Drop Off	383	818	-2,272	396	831	409	844	409	844	422			
Annual Target Baseline			28,096										34,500
Actual Baseline Overall			27,841										38,915
Diversity	Y1 (13-17) Baseline	Year 1		Y2 Baseline		Year 2		Y3 Baseline		Year 3		Y4 Baseline	
Female participants	1042 (39.2%)	Actual	%	Target Hit (+/-)	Actual	%	Target Hit (+/-)	Actual	%	Target Hit (+/-)	Actual	%	Target Hit (+/-)
Disabled participants	9519 (26%)	0	38.80%	-0.70%	0	32.70%	-7.30%	0	38.90%	-2.10%	0	32.70%	-42.00%
		0	10.38%	-15.62%	0	44.28%	13.28%	0	24.22%	-6.78%	0	44.28%	-31.00%
Annual Target Baseline			F: 39.5%				F: 40%						F: 41%
Actual Baseline Overall			D: 10.38%				D: 31%						D: 31%
			F: 38.80%				F: 32.70%						F: 38.90%
			D: 10.38%				D: 44.28%						D: 24.22%



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, coaching and volunteer figures achieved by each programme. As a summary, in Year 3 the BDA has been able to recruit:

New Members	New Qualified Coaches	New Volunteers	Upskilled Volunteers
2,213	149	198	414

(As of 30/03/2020)

The BDA has been working to maximise its programmes in Year 3 thanks to the groundwork put in over the first two years 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 regularly.

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 30th April, 2020 the BDA's core market baseline stood at 38,915 which is 4,415 above target. A full breakdown of this figure is shown below, by programme:

Item	Y3 Baseline	Year 3		Target Hit (+/-)	Y4 Baseline
		Actual	Add. Influence		
13-17	13,630	435	0	0	14,065
Packages	1,933	1,739	0	62	1,739
CDP	6,082	5,431	828	859	6,259
Coach Bowls	12,288	2,246	14,606	3,494	16,852
3% Drop Off	409	844			422

Annual Target Baseline Overall	34,500
Actual Baseline Overall	38,915



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. 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

	Target	Actual
Female Participation	41%	38.90%
Disabled Participation	31%	24.22%

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 initially opened to clubs between the 4th January 2019 and the 1st April 2019. Submission of the survey was requested again from clubs between the 1st March 2019 and the 31st January 2020 for their latest figures.
- From the 304 clubs, there was an average playing membership of 74 and from the responses received, on average 18 of those playing members were classed as having at least one disability or long-standing illness. This equates to 24.22% of the playing membership.



- This leaves the year 3 short of target by 6.78%, it is important to note that 304 clubs are only 13.82% of the total number of affiliated clubs, a small sample. The BDA is working to improve the survey submission moving forward to better reflect the market.
- When calculating the female participation dashboard target, affiliation data from Bowls England and the EIBA Ltd was used to calculate the figure across year 1 and 2. As of year 3 it was agreed with Sport England that the gender split figures would be calculated using the BDA's programme data only. The 38.90% represents the number of females within the BDA's core market since 1st April 2019.
- The sport has seen a growth in female participation over the last 12 months. This is up from 32.70% in Year 2 to 38.90% in year 3 however we are still short of our agreed target by 2.10% which we were addressing before COVID-19 impacted our delivery between January and April 2020.
- The BDA had reacted to the deficit in female participation by launching the Women Can campaign as well as forming a partnership with the Women's Institute which was 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 groundwork 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.



Club Development Programme



63 Development Plans in progress

67 Development Plans completed

113 new coaches & volunteers

414 new trained Club Helpers

531 new members

Created in 2017 as part of BDA's four-year Sport England-funded delivery plan, the Club Development Programme (CDP) offers Bowls England and EIBA 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 develop their presence in their communities.

Following the successful year 2 of the programme's delivery, when 48 clubs were accepted and have undertaken the programme, the BDA team has continued to influence clubs with a declining membership and help them grow and sustain themselves. The Club Development Team has engaged with a further 85 clubs during 2019-2020, bringing the total number of clubs being involved with the programme to 151.

During 2019-2020, the Club Development Team has grown to 3 full-time and 2 part-time staff members, with the addition of the Women Can Development Officer in March 2020. Furthermore, the BDA has partnered with Kent Sport and Cornwall Active Partnership, whose sports development officers are supporting the CDP clubs in the above counties on behalf of the BDA.

Overall, the support clubs receive through the programme has proven to be invaluable and has led to clubs recruiting on average 42 new members per year (indoor clubs) and just over 12 new members per year (outdoor clubs). This is significantly more than clubs have managed to recruit in the past. Through this programme the BDA has successfully trained just under 11 Club Helpers, 2 additional volunteers and 2 Coach Bowls qualified coaches **per club**.

The successful work during year 3 of the programme has brought the total output since the inception of the programme to 1,208 new members, 117 new coaches, 129 new volunteers and 835 club helpers.



Case Study: Calne Bowling Club

The small outdoor club in Wiltshire was having difficulty in retaining members, as well as recruiting new ones. There was a need for change, and a revitalized committee was determined to reverse the club's decline. This led them to apply to join the Club Development Programme. With the help of the BDA team the club progressed significantly in just 1 year. **Some of the club's achievements include:**

- Hosting open days with 34 visitors, 17 of which joined as new members.
- Created an exemplary new club website.
- Recruited additional greenkeeper volunteers and improved the condition of the club green.
- Secured the backing of the town council in the re-negotiation of their lease with their landlords.
- Introduced a regular short mat bowling session at a local centre during the winter season. This has developed into a year-round short-mat club linked to Calne Bowling Club.
- Developed closer relationships with the local community by inviting businesses and groups to various charity events and gala days.
- Trained 6 new club helpers through the BDA Club Helper Workshop.



Barry Wicks, Calne BC chairman: "The committee was enthusiastic but had no real experience in recruiting. The officer support from the BDA and the development plan gave us direction, and we have increased our membership by 30%, even getting people joining as late as August. The support given from the Club Development Programme is invaluable and I would recommend clubs in a similar situation to us to apply."

Highlights, challenges and key learning:

- The continuous advertisement of the CDP, the flexible approach in allocating a BDA officer to each club and the open application windows allowed for a smoother and more efficient engagement process with clubs. This allowed for the Club Development Team to maximise its capacity, as the officers can now work with an average of 12-15 active clubs (or 8-10 active clubs for a part-time officer) at any time.
- The Club Helper Workshop delivered to CDP clubs has become a huge success, with an average of 11 bowlers per club being trained as club helpers, supporting the club coaches to run open days, and facilitating fun and engaging sessions for beginners.
- Historically, the engagement with clubs from certain regions has been challenging. However, since the recruitment of 2 more Club Development Officers, covering the North and East of England, the BDA's engagement with the clubs in these regions has improved significantly, particularly in the north. There have been 11 new CDP applications from Northern clubs in year 3 of the programme delivery, which is as many applications as from year 1 and 2 combined.



- One persistent challenge is the lack of engagement with the CDP from indoor clubs. Despite extensive promotion, direct mailout to all indoor clubs and the involvement of BDA staff in EIBA county seminars, CDP applications from indoor clubs' amount to only 9 of the 85 total applications during Year 3 of the programme.
- A sign of the successful promotion of the CDP, as well as news spreading about the success of the programme, has led to a substantial increase of applications in Year 3 – to an extent beyond the current capacity of the Club Development Team. As a result, over 20 applications have already been deferred to a later start date.
- The high number of active CDP clubs (predominantly outdoor ones), combined with the seasonal nature of the bowling season means that organising Club Helper Workshops (CHWs) and offering equipment to all clubs prior to their open days is a serious challenge. To overcome that challenge, the Club Development Team is planning the CHW dates in advance and in accordance to the availability of equipment at the time.
- Average travel times to and from club venues have reduced significantly in the past year due to the following measures taken by the BDA since the beginning of year 3: 1) the recruitment of 2 extra (part-time) Club Development Officers in key areas of the country; and 2) BDA's successful partnership with Kent Sport and Active Cornwall, whose sports development officers are supporting the CDP clubs in the above counties on behalf of the BDA. However, travel time and overall time management remains a key challenge for the Club Development Team, especially considering the amount of recent applications from clubs.

Case Study: Stanley IBC

After a recent membership decline the directors of Stanley IBC started to look at how to improve their recruitment initiatives and maximise the facilities they had within the club. They sought the help of the BDA through the Club Development Programme, and in a few months with BDA support, the committee succeeded in:

- Creating links with key organisations in their community, including the local council and Active Tyne and Wear.
- Opened the club's facilities to local organisations and disability groups such as Canasta (U3A), Durham Counselling, Wellbeing for Life, Carers Group, Ladies Swim Meet and Mahjong.
- Trained 10 new club helpers through the BDA Club Helper Workshop
- Introduced a social membership which helped the club recruit over 40 social members, in addition to the recruitment of over 50 new playing members before the 2020 season.
- Obtained a Bowls Disability Mark accreditation.

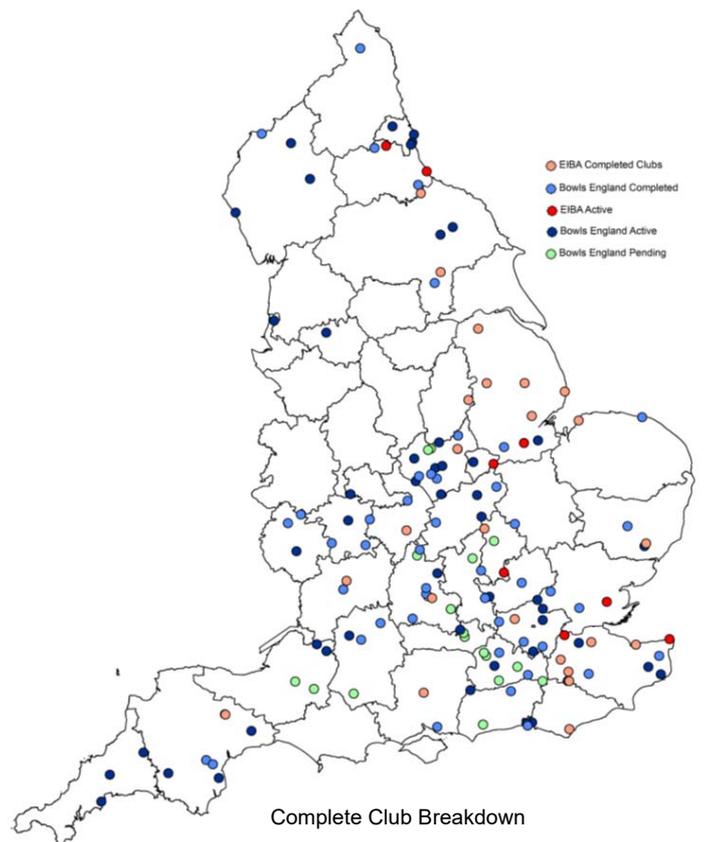
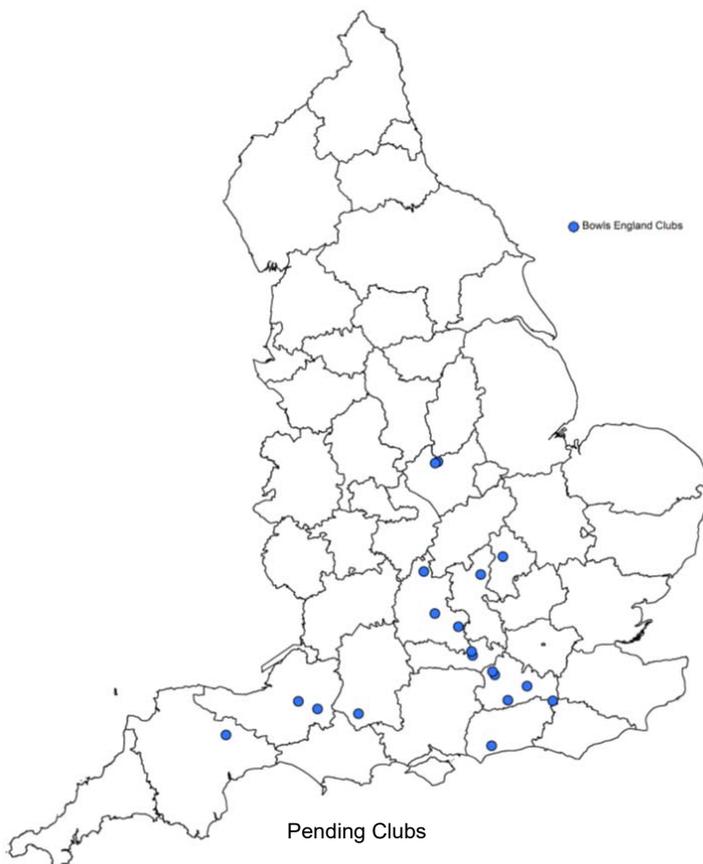
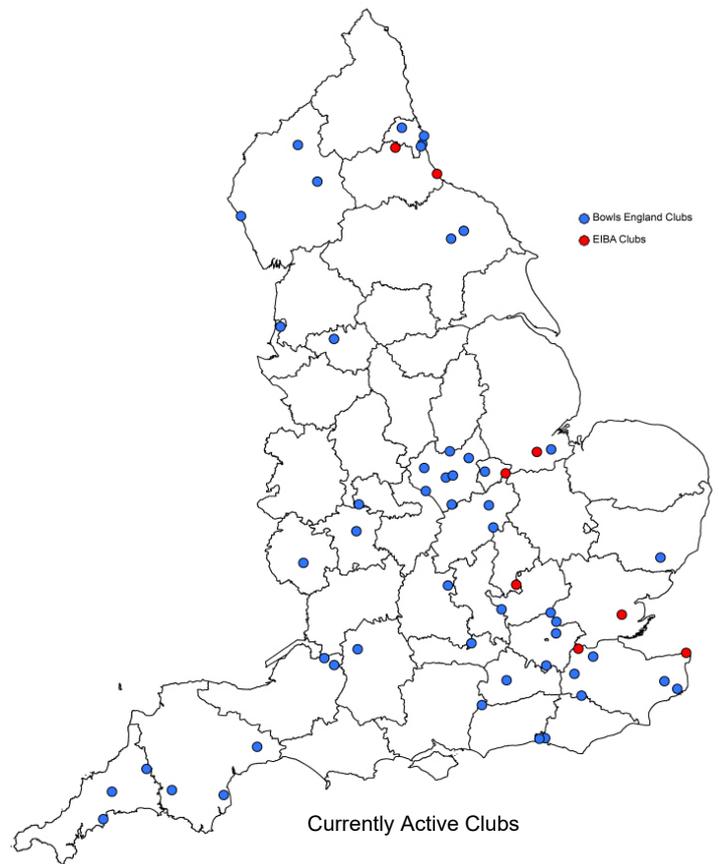
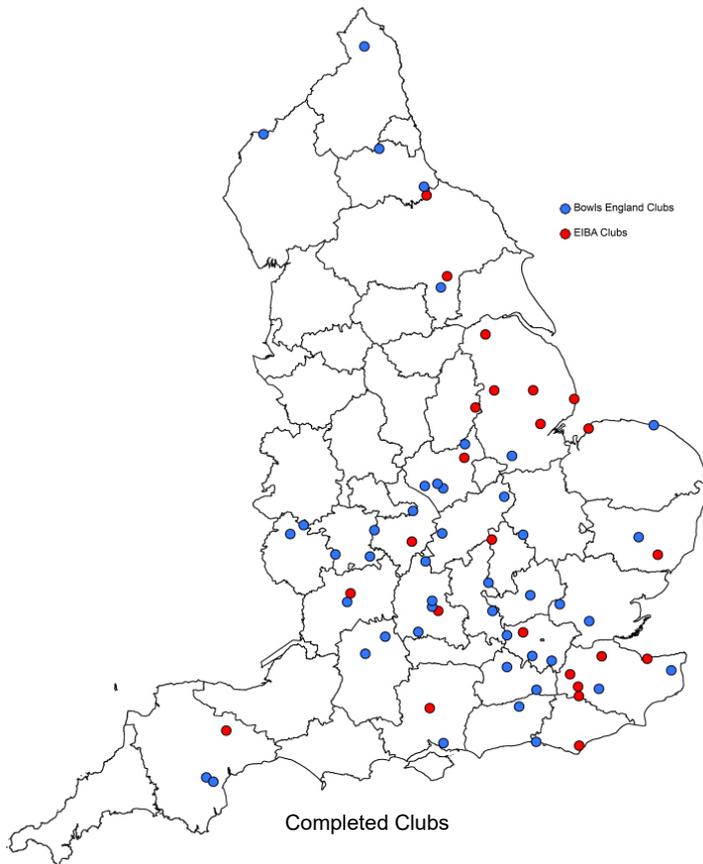


"We are no longer just a bowls club but see ourselves as a community hub for all to use as we have fantastic facilities that were underused." **Brian Harris, club chairman.**

"I love coming to the club and the wellbeing group has helped me to meet new people and play bowls. I am in every week and like to watch the games and it has been brilliant for me."
Tommy Donaldson – Wellbeing Group and New Member.



Maps showing clubs engaged in the Club Development Programme





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 2,500 clubs able to access the tool, the challenge is to encourage new clubs to apply ahead of clubs that are applying on consecutive years.

252 packages applied for
206 packages delivered
1,725 new members 55+

1,979 overall new members

Summary of Key Learnings:

- Awareness and promotion of the scheme needs to include a physical mailout to all clubs.
- Whilst applications are slightly down compared to Year 2, average number of new members recruited is higher.
- Evidence that some clubs are now more confident in their recruitment process
- Interest from clubs from other bowls codes.

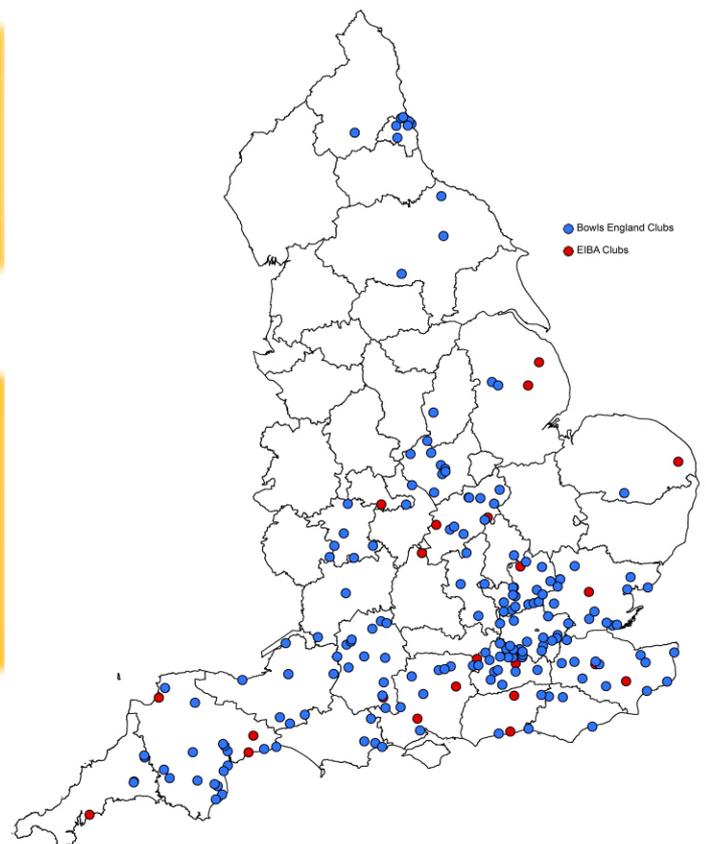
Below Right: Geographical spread of Play Bowls Packages completed within Year 3

“The Play Bowls Package is a huge help to all clubs and a great incentive to get new life blood into a bowls club. We think it’s a great scheme”

Susan Bonnell, Chair of Sidmouth IBC

“The BDA have always supported us as a club, right from the start and it has helped us with recruiting and maintaining our member base. We are an extremely active club and appreciate all the support we receive from the BDA.”

John Foster, Secretary White Hall BC, Essex





Disability Development

The BDA continues to work hard to ensure collaboration and integration of the work of all key partners towards developing bowls into a genuinely inclusive sport and provide more opportunities for disabled people to play bowls. The BDA was once again heavily involved with the work of the Disability Bowls Steering Group (DSG), which led to a significant progress in the development of disability bowls in 2019-2020.

308 disabled people attending recruitment events

243 new disabled members

Successes in the past year include:

1. **Producing a new Disability Bowls Advisory Guide.** The Advisory Guide is a 28-page handbook for club officials, coaches, volunteers and bowlers who:
 - Are committed to making their clubs more accessible to disabled people/bowlers.
 - Are experiencing barriers to their own or their fellow members' participation.
 - Want to learn more about how their clubs can offer a more inclusive environment for disabled bowlers.

A copy of the guide has been posted to every flat green club in the country. It is also available as a free e-pdf online and it is the theory workbook of the Coach Bowls

Supporting Inclusion Module.

2. **Supporting Inclusion: Including Disabled People in Bowls.**

The DSG relaunched the old Working with Disabled People in Bowls (WWDPB) module by adding important club development elements to inclusion whilst simplifying the content. The new module was re-named **Supporting Inclusion: Including Disabled People in Bowls** and was launched in February 2020. The immediate success of the module was evidenced by the 2 fully booked courses held in February, followed by 5 more organised for later in the year, one of which was already fully booked months in advance.

3. **2019 Love Fisher Brown Award**

2019 was another successful year for the **Love Fisher Brown Award**, which showcases the work of inclusive clubs over the past year. From a total of 12 nominations, the award was won by The Griffin Bowls Club in Harlow, Essex. Their winners' prizes included a trophy, a framed certificate, a celebration fixture with Disability Bowls England, and a bowls wheelchair with the club logo on the wheel, courtesy of the main sponsor of the award Para Handy.

4. **Data Collection**

The second edition of the BDA Club **Inclusion and Accessibility Survey** was circulated to all Bowls England-affiliated clubs in September 2019. The aim of the survey was to better understand the make-up of the clubs' membership in terms of disability.

Responses were received from 304 different bowls clubs, a total of 22,397 individual playing members. The results reinforced the findings of the first inclusion survey completed in February 2019. They showed that 5,424 individual members (24.2%) have at least one impairment, with the total number of individual impairments being 10,032.

The evidence from the latest survey confirms the importance of ensuring clubs cater for the needs of all their members, regardless of ability.



Recent challenges:

Despite the substantial work undertaken during 2019-2020, the BDA is still facing some challenges, namely:

- There is a high probability that Disability Bowls England will be unable to extend the contracts of their development officers after April 2020. As a result, the capacity of the Disability Bowls Steering Group will be greatly reduced, which will have an impact on the wider inclusion work the BDA is involved with.
- Despite the recent progress on data collection, there is still only a small minority of clubs that collect any disability data from their members.
- It is still challenging to encourage enough clubs to apply for the Bowls Disability Mark accreditation. Currently, only 13 clubs have successfully obtained the accreditation, with as many CDP clubs currently in the process of obtaining it. Of the 13 clubs, only 2 have not been part of the Club Development Programme.





WOMEN CAN

In March 2018 the percentage of women playing bowls was 32.7% In-order to address this gender gap it was agreed to work towards increasing the percentage of women playing the game to 42% by the end of March 2021.

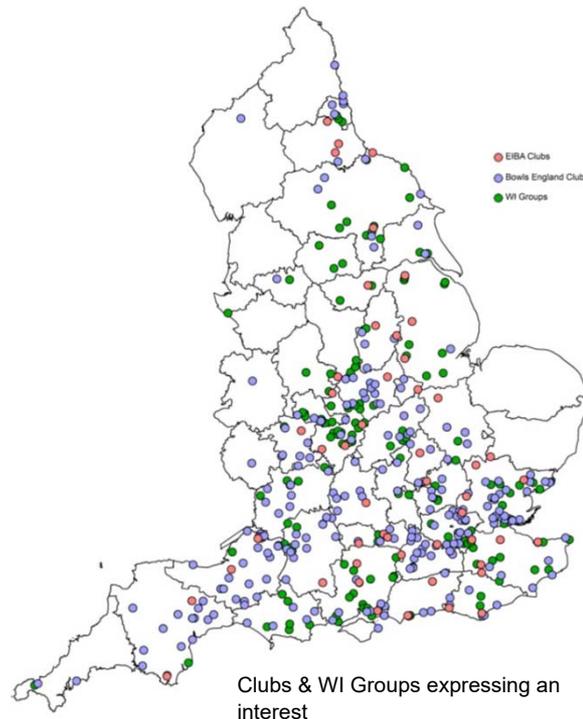
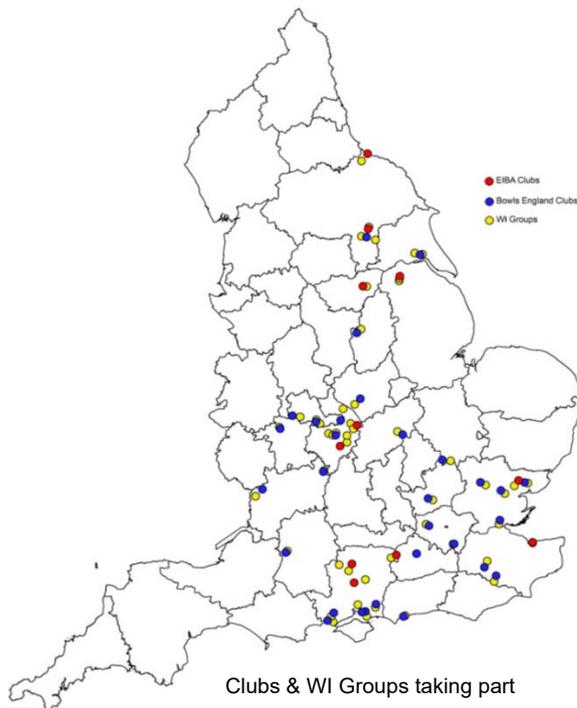
The Women Can campaign was officially launched in March 2018 with the aim being to empower and inspire more women to become involved and participate in the sport of bowls, as a player, coach, administrator or official and to improve the gender gap.

Clubs were encouraged to be a part of the campaign by signing up online and downloading a resource pack which contained ideas on how to welcome women into their clubs along with templates for promotional flyers and banners. To date a total of 166 clubs have downloaded the pack.

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. 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 the location of the bowls clubs and WI groups that have signed up to the programme. To date 48 bowls clubs both indoor and outdoor, were linked and ran sessions with a WI group in the summer of 2019, with 18 more clubs ready to welcome their WI groups once the season resumes in 2020.



Women Can Packages

In addition to the work with the WI Partnership, the BDA is offering 50 clubs a funding package of up to £250 to host a women-only recruitment event. As part of the package, clubs also receive a Women Can Resource Pack to support them with organising and promoting their event.

Recent successes of the campaign:

- 166 clubs have signed up to the Women Can campaign.
- Engaged over 119 WI groups and 11 WI federations in 2019-2020.
- Video presence of the campaign on the 'This Girl Can' Sport England website.
- Women Can articles featured in Bowls International.
- Regular social media posts with many more clubs showing interest.

Challenges and key learning:

- Slow uptake from clubs to apply for a Women Can Package.
- Communication breakdown within the Women's Institute volunteer structure leading to many local WI groups being unaware of the bowls offer.
- Lack of communication from clubs and/or WI groups once a link has been made.
- The lack of indoor clubs in areas where many WI groups are based shortens the possible engagement window to only the outdoor season between April and September.
- No flat green clubs operating in the vicinity of some WI groups that are signed up to the programme.

To tackle the above challenges, the BDA has already taken the following measures:

- Appointment of a **Women Can** Development Officer in March 2020 to drive the programme from the grassroots and complement the already existing office-based support.
- Working with Crown Green Bowls Clubs in areas where there are no flat green clubs to link with a WI group.
- Focusing on those clubs currently involved with the Club Development Programme to encourage them to run **Women Can** events.
- Meeting with the National WI to agree steps to improve communication with the local WI groups.

At the end of year three the percentage of women playing bowls had increased to 38.9%

Over the coming twelve months the drive will be to increase this to 42% with an intensive roll out of the Women Can campaign through to March 2021

"We have enjoyed it so much that I have written to our West Kent Federation WI to see if we could have a WI Annual Bowls tournament and Paddock Wood Bowls Club have offered to host it."

Many Thanks for giving us an opportunity to try out green bowls and open a new activity to us."

Doreen Stanford – Yalding WI

"Solihull Municipal Club are looking after us fantastically and we are all having lots of fun and learning a new skill!"

Louise Thornton – Hockley Heath WI



JUST BOWL

Just Bowl is the community development arm of the Bowls Development Alliance. It receives funding separately from the core funding and as such has its own aims, objectives and targets. The funding it receives is from the Sport England Health and Inactivity fund.

Initial funding was for an 18-month pilot project aimed at providing research into the impact Just Bowl could have on the physical, mental, and social wellbeing of residents living in care homes and those recovering from cancer.

The pilot was extremely successful and as a result a further 3 years of funding was awarded in January 2020 to extend the reach of the project.

A document prepared by Sheffield Hallam University who conducted the research is available at www.justbowl.org

An annual report is also available at www.justbowl.org which provides greater details on the delivery of the 18 month pilot.

The new project which commenced in January 2020 will see Just Bowl introduced into 200 care home settings across the country. Staff will receive training and the equipment to deliver the activity over a 12-week period following which the expectation is that the equipment will be purchased so that activity can be sustained.

A second research strand will look at the impact of Just Bowl on those recovering from a stroke, working alongside the Stroke Association and those recovering from head injuries, through work with Headway.

Sheffield Hallam University will once again be the research partner for this strand.





Year 4 Budget

The budget for Year 4 has been re-adjusted in line with programme requirements and further savings identified in the running of the business. At 15.07% of the budget, core funding remains within the Sport England limit of 25% of the overall budget.

Up to £100,000 (25%) 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.

Item	Amount
Delivery	
Club Development Programme	£ 25,000.00
Play Bowls Package	£ 75,000.00
Marketing	£ 1,500.00
Development Staff Salaries	£ 188,639.00
Development Staff Expenses	£ 36,000.00
Development Staff Mobiles	£ 4,500.00
Staff Training	£ 1,200.00
Development IT Costs	£ 1,400.00
Women Can	£ 5,000.00
Total Delivery	£ 338,239.00
Core	
Core Staff Costs	£ 40,182
Core Staff Expenses	£ 4,000
Office Rental	£ -
IT/Phone/Broadband/Website	£ 2,000
Insurance	£ 1,500
Printing, Postage, Office Supplies	£ 2,030
Professional Services	£ 5,340
Board Expenses	£ 5,000
Total Core	£ 60,052.00



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 Business Operations Manager at every meeting.

The Chairman and the Business Operations 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 2019/20 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 2019 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.

In February 2020 the BDA received an on-site selective governance by Sport England's assurance and audit partner BDO. The final report and findings are due to be published in April 2020.

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 Business Operations Manager also attend board meetings

Board Member	Possible Attendance	Actual Attendance
Malcolm Douglas (Chair)	4	4
Terry Maywood (INED)	4	3
Gavin Baker (INED)	4	2
Peter Thompson (EIBA Ltd)	4	4
Tony Allcock MBE (BE)	4	4
Staff Attending		
Susan Cooper (BDA)	4	4
Chris Parkin (BDA)	4	4

For the 2020/21 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.
- Review and implement recommendations of the BDO audit findings



Safeguarding

The Safeguarding in Bowls panel consists of representatives from each of the five National Governing Bodies of bowls including: Bowls England (BE), English Indoor Bowling Association (EIBA) English Short Mat Bowling Association (ESMBA), British Crown Green Bowling Association (BCGBA) and the English Bowling Federation (EBF)

They have each worked hard over the last twelve months to deliver on the actions outlined in the annual plan and to provide evidence to support this.

Bowls currently has a “satisfactory” rating and in the forthcoming review process in June 2020 hopes to improve on this to a rating of “good”

Two specific safeguarding courses are currently available to both County and Club Safeguarding officers:

Safeguarding in Bowls - Time to Listen – focused predominantly on clubs with junior sections

Adult Safeguarding in Bowls – focused on adult only clubs

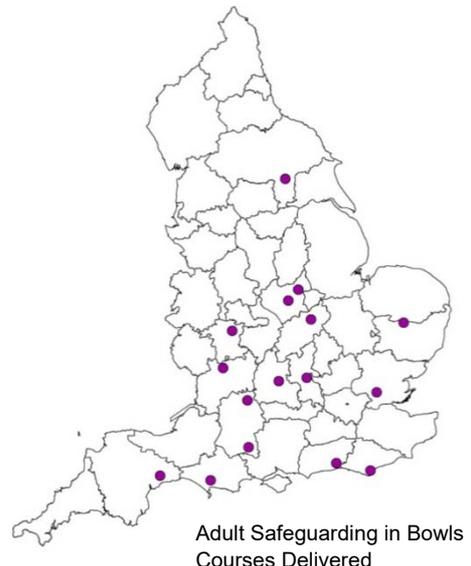
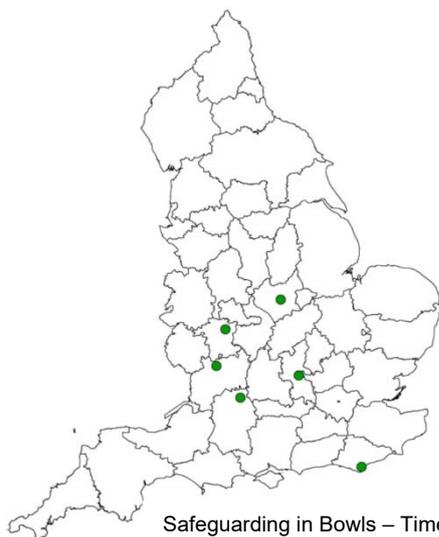
The Adult Safeguarding in Bowls course has proved very popular with some excellent feedback from those attending. The Safeguarding in Bowls -Time to Listen courses have been difficult to fill and the panel are currently looking at how they can re-address this.

Delivery: April 2019 -March 2020

Course	Number Ran	Attendees
Safeguarding in Bowls – Time to Listen	6	121
Adult Safeguarding in Bowls	18	301

The sport still faces several challenges particularly around ensuring every County and Club has a Safeguarding Officer who has attended recognised training and how best to consult with young people playing the sport.

With a partnership approach the sport is making good progress which should only continue as we move further into 2020 and 2021





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.

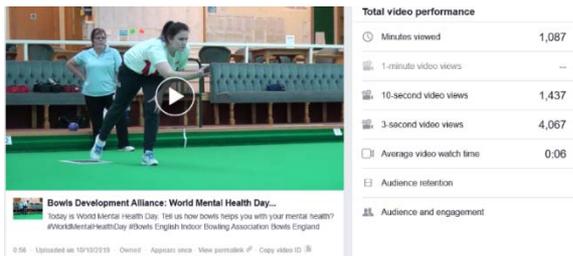
Direct marketing is carried out through the Club Development Programme, Play Bowls Packages and through Coach Bowls courses and modules.

BDA team members recently supported the Bowls England Roadshow events and promoted all the opportunities available for clubs alongside attending similar events organised by the EIBA.

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

The website continues to carry information on all 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 and connects to the bowling community by offering clubs an easy 'inside' access to the BDA's work.

Social media encourages two-way communication between the BDA and the bowling community with the BDA leading by example, so that bowling clubs realise the benefits of these platforms and start utilising social media themselves.

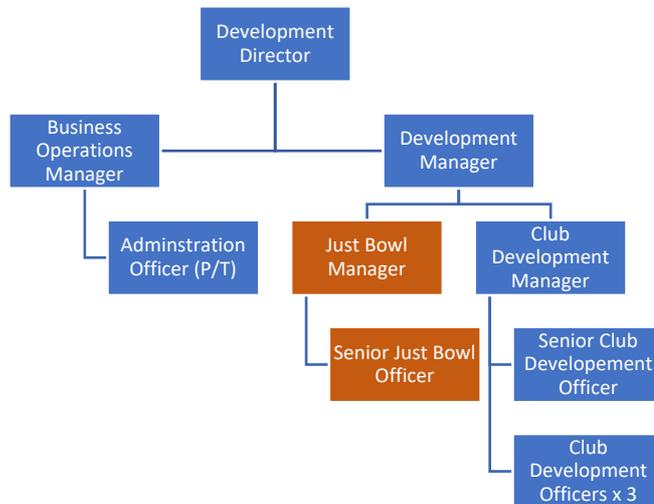
The BDA continues to publish at least three Facebook and Twitter posts per week on average, not including shares and re-tweets of partners' publications. As a result, Facebook following has increased by 42.6% from 551 people in April 2019 to 786 people to date. Twitter followership has increased by 7.3% from 1062 in April 2019 to 1140.

- 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 BDA has invested in three members of staff to be enrolled on a video production course and learning from this will provide the opportunity for more video content to be published more frequently. Statistics would demonstrate this should result in 12 x more hits in comparison to worded posts.
- The BDA has reached 5,004 people and directly influenced 3,507 on Facebook. It has also reached 47,083 individuals and directly influenced 1,246 on Twitter since April 2019.





Staff



Over the past twelve months the BDA has said goodbye to one member of staff but welcomed three more in PT roles. All of these are members of the Club Development team.

The two part-time members of staff appointed in June 2019 cover the NE and Lincolnshire respectively.

More recently (March 2020) the BDA has appointed an

additional Club Development Officer (PT) whose focus will be to drive the “Women Can” initiative over the next twelve months. This includes developing and extending the national initiative with the Women’s Institute which provides opportunities for women to take part in bowls activity at their local club.

One of the Club Development Officers has recently been promoted to a full-time position for a period of twelve months initially and will support clubs across the north of the country.

Communication:

With the team members living and working remotely across the country, regular communication is vital.

The whole team skype every Friday morning and the Club Development team and Just Bowl team do so once a week at times to suit

The Senior Management team continue to meet every 6 weeks to discuss progress alongside the Data Analysis team who track KPI’s and progress towards targets.

Both the Club Development Team and Just Bowl team meet every 6 weeks to evaluate and review work to date

Whole team meetings are held every quarter usually over two days

The Chairman is in regular contact with the Development Director and meets every three weeks with the Business Operations Manager to discuss any finance or governance issues.



Coach Bowls



This year has been a bedding in year for Coach Bowls having transferred across to Bowls England and the EIBA Ltd on April 1st, 2019

Coach Bowls has continued to deliver its programmes across the year including coaching courses at levels 1, 2 and 3 alongside modules for coaches and volunteers to be trained in specific areas including disability and safeguarding.

Below is a breakdown of Coach Bowls delivery over the last twelve months.

Coaching Courses

	Level 1	Level 2	Level 3
Courses	30	4	1
Candidates	319	35	10
Deemed Competent	198	29	0

Volunteer Modules

	Activator	Including Disabled People in Bowls	Time to Listen	Safeguarding Adults
Modules	8	6	6	18
Attended	79	57	121	301

In addition to the work delivered across Bowls England and the EIBA Ltd clubs, Coach Bowls has also been supporting British Crown Green and the English Short Mat Bowling Association with Level 1 courses and Activator modules to support the development of their clubs. To date 18 people have attended the Activator module and 71 people have been through a Level 1 coaching course.





Key Objectives for Year 4 (2020/21)

Club Development Programme	
<ul style="list-style-type: none"> Work with 85 clubs between April 2020 and March 2021. 	<ul style="list-style-type: none"> Indoor club focus
<ul style="list-style-type: none"> Improve the average new members, volunteers and club helpers returns per club. 	<ul style="list-style-type: none"> Continue to drive the programme locally in areas of low engagement.
<ul style="list-style-type: none"> Create a series of promotional videos to share the impact and raise awareness of the programme. 	<ul style="list-style-type: none"> Research the long-term impact of the CDP on clubs and volunteers.
<ul style="list-style-type: none"> Ensure over 150 clubs are active or completed the CDP by March 2021. 	<ul style="list-style-type: none"> Deliver the Club Helpers Workshop to at least 90% of CDP clubs.
Play Bowls Packages	
<ul style="list-style-type: none"> Open application window in July 2020 	<ul style="list-style-type: none"> Indoor clubs focus
<ul style="list-style-type: none"> Support clubs to return paperwork 	<ul style="list-style-type: none"> To ensure max number of returns
Women Can	
<ul style="list-style-type: none"> Upscale the WI initiative 	<ul style="list-style-type: none"> Linking of clubs & WI's
<ul style="list-style-type: none"> Extend the delivery of initiatives focusing on clubs engaged in the Club Development Programme 	<ul style="list-style-type: none"> Raising the profile of the Women Can campaign to encourage more clubs to run events & activities
Disability	
<ul style="list-style-type: none"> Resolve any capacity issues arising from DBE's lack of funding. 	<ul style="list-style-type: none"> Review of the Bowls Disability Mark
<ul style="list-style-type: none"> Support the NGB data collection efforts 	<ul style="list-style-type: none"> Revisit the National Strategic Disability Action Plan and re-write for 2021-2026
Budget	
<ul style="list-style-type: none"> Ensure budget remains on track 	<ul style="list-style-type: none"> Manage any over or under spend
<ul style="list-style-type: none"> Successfully apply for roll over funding to 2022 	<ul style="list-style-type: none"> Ensure additional funding meets the needs of the organisation
Governance	
<ul style="list-style-type: none"> Focus on actioning items listed in the governance audit report 	<ul style="list-style-type: none"> Focus on policies
<ul style="list-style-type: none"> Remain in compliance 	<ul style="list-style-type: none"> Reviewing throughout the year
<ul style="list-style-type: none"> External review of effectiveness of the board and its performance 	<ul style="list-style-type: none"> Process to be agreed by the board
Safeguarding	
<ul style="list-style-type: none"> Achieve a "GOOD" rating 	<ul style="list-style-type: none"> NGBs to provide evidence of actions
<ul style="list-style-type: none"> Delivery of more training courses 	<ul style="list-style-type: none"> Targeted and in the north of the country
<ul style="list-style-type: none"> Identify key actions 	<ul style="list-style-type: none"> Support each NGB to achieve
Just Bowl	
<ul style="list-style-type: none"> Deliver to 200 residential care homes 	<ul style="list-style-type: none"> Providing training & equipment
<ul style="list-style-type: none"> Deliver to Stroke Association & Headway sites 	<ul style="list-style-type: none"> Conduct research
<ul style="list-style-type: none"> Develop the commercial model 	<ul style="list-style-type: none"> Marketing & Promotion campaign



Impact of the coronavirus on delivery *(as of 06/04/2020)*

At the time of writing, the country has moved into its fourth week of lockdown with people advised to stay in and work from home wherever possible.

The Bowls Development Alliance work with the most vulnerable group of people with many bowls club members aged 70 years and over.

The coronavirus has resulted in all bowls clubs being closed which has brought delivery to a standstill.

The recent Play Bowls Package window saw a record number of clubs apply for funding to support their recruitment drives through Play Bowls Open Days and four subsequent follow up sessions (161).

Those clubs that had prepared their events for April have all received £50 towards any costs already incurred in the planning process. It is envisaged that the same offer may be made available to clubs organising their Open Days in May.

The same applies to the Just Bowl project which aims to work with more than 200 residential care homes. Initial delivery was brought to a stop with all care homes no longer open to the public.

Pilot projects which had been in development which focused on engagement with those from ethnic minority groups have also been placed on hold.

The coronavirus has also had an impact on Coach Bowls with 115 candidates across 11 courses and modules being postponed.

A new member of the team who was appointed in early February and whose role it was to encourage more women to take up the sport as had to focus on developing new initiatives ahead of any future delivery in late summer.

The small team of 8 FT and 3 PT members continue to work over this very difficult period. Every-one has a new three- month work programme to follow and communication has been stepped up between the teams. The work programmes will be reviewed in mid- June or before if Government restrictions are lifted.

The period from April to mid-September is usually the busiest period for the BDA team with the outdoor clubs all opening their doors for the start of the outdoor season. There is no doubt that targets will be affected by this period of clubs being forced to remain closed and no admittance to care homes.

The team however remain optimistic that some delivery can take place in July and August and part of the summer can be salvaged.

Thanks

I would like to personally thank all members of the team for their excellent work over the past twelve months and their positive attitudes over this very difficult period of lockdown as we move into year four of delivery.

Susan Cooper
Development Director