

BOWLS SCOTLAND STRATEGY 2015-2019



DOCUMENT CONTENTS

About Our Strategy	Page 2
Our Vision.....	Page 4
Mission Statement	Page 5
Our Values.....	Page 7
Review of Last Four Years.....	Page 8
Priorities for Next Four Years.....	Page 12
Core Outcomes	Page 13
Stronger Clubs	Page 14
Playing the Game.....	Page 18
Good Governance	Page 22
Promoting the Game.....	Page 26
Appendices	Page 30
Governance Structure	Page 31
Regional Structure	Page 32
Staffing Structure	Page 33
Forecasted Income for Next Four Years	Page 34



All photos are reproduced with the permission of Rob Eyton-Jones.



ABOUT OUR STRATEGY



Bowls Scotland is the governing body of outdoor bowls in Scotland. Having been established in 2010, its volunteers, clubs, associations, board and staff have all worked hard to develop the game and move our sport forward in a competitive market that features countless other pastimes and activities. Our first strategy achieved many successes, with the pinnacle being the three gold medals won at the Glasgow 2014 Commonwealth Games. However, with a large membership, including many participants who play regularly, the game of bowls will be required to further adapt, modernise and develop in order to create stronger clubs and to continue finding success at international level.

Our volunteers, board and staff are passionate about the game and believe that it plays a major role in the social cohesion of local communities across Scotland. The new strategy laid out on these pages outlines our aspirations and priorities over the next four years, as well as how we intend to achieve our aims. From a wider perspective, it represents one further stage in the development of our game over the next 20

years, during which we will face many challenges and need to implement various changes to ensure that we keep progressing our sport in the right direction.

Our strategy is detailed within one document, but it will take many people and agencies to achieve what is set out here. Therefore we are calling on all volunteers, clubs, associations, players and support agencies to assist Bowls Scotland in its desire for forward-thinking and continued success over the next four years.

We believe that we have successfully contributed to the overall Scottish sports strategy – ‘Reaching Higher’ – and will continue to support its goals. Indeed, while the sport of bowls is going through a consolidation stage in the country, there are now more opportunities than ever for Scottish citizens who are not yet involved in playing the game, to do so.

Consistency and uniformity are admired in our game but a willingness to embrace positive change will be vital for the sport’s capacity to continue attracting people from our local communities who are not



yet participating in it. By being more inclusive, innovative and accessible, bowls will be able to offer new members the service they are now looking for in modern and progressive sports clubs. This can only be achieved through collaborative work with schools, community groups and local authorities, and in partnership with Bowls Scotland.

Such co-operation will help Bowls Scotland, with its nationwide network of clubs, to provide experiences and outcomes that can make our sport more than simply a game. That is to say, we can encourage and enable active people to stay active within a true sport-for-life; foster well-being and unity in communities via participation and the camaraderie that it produces across the country; and, help to improve opportunities for people to engage, progress and achieve in sport.



OUR VISION



MISSION STATEMENT





OUR VALUES

The values that underpin Bowls Scotland's outlook are summarised below.



Bowls is an inclusive force in many communities and we want this to continue as a key strength of the sport.



We intend to be clear and open about the decisions we make, which will always aim to be in the best interests of the game.



Having strong moral principles will help in the task of guiding the game in the right direction.



New technology should be utilised prudently to develop and modernise both the business and sporting sides of the game of bowls.



Teamwork is a vital asset and we will look to engage in greater consultation with the many members and groups involved in the sport's delivery.



By working towards clear equality standards we will endeavour to reduce any barriers facing those who wish to access our game in their communities.



REVIEW OF LAST FOUR YEARS

Bowls Scotland's first strategy was a mixture of consolidation, stretching ourselves to achieve various goals and trying to become fairer to all concerned. Whilst certain decisions and actions that were taken may not have been deemed popular, or indeed delivered, the board was committed to making changes in areas where inequalities had not been addressed for many years. In short, some of these interventions worked and some didn't. However, we never stopped trying to progress and improve the game of bowls in Scotland. A summary analysis of the 'hits and misses' of our inaugural strategy is laid out on the pages that follow.

SUMMARY ANALYSIS

DEVELOP, STRENGTHEN AND GROW CLUBS

AREAS OF ACHIEVEMENT

- Programmes to assist clubs in attracting members
- Restructuring of coaching systems
- New introductory coaching award put in place
- New investment for two new regional development positions and a coach and volunteering post
- Membership funding to assist the area of development
- Growth of the network of volunteer district development co-ordinators

AREAS FOR FURTHER FOCUS

- Maintenance of existing club membership figures
- 10 new or existing clubs becoming members of Bowls Scotland
- Formation of five regional groups

DELIVER AN ACCESSIBLE PLAYER PATHWAY

AREAS OF ACHIEVEMENT

- Elite programme produced medals at the European Championships, Atlantic Championships, World Championships and Commonwealth Games
- Sourcing and integration of new technology and programmes to enhance the performance of top level players
- Completion of competition and events review
- Generation of respect for our sport from other Scottish sports, in particular from Commonwealth Games sports, for the achievements gained and progress made towards medals
- Draft of player and competition pathway to allow all to work in a co-ordinated manner
- Draft of a new selection policy for both BBC and BIWBC

AREAS FOR FURTHER FOCUS

- Completion of 'buy-in' (from players and wider bowls membership) to the High-Performance squad and preparation required to perform at a world-class level
- Clarification on which competitions and events make a difference to a player's progress
- Integrated talent ID system



SUMMARY ANALYSIS



AREAS OF ACHIEVEMENT

- Focused delivery of strategy through good governance and self-analysis
- Increase in external investment from both **sportscotland** and commercial partners
- Improved decision-making from board and staff
- New policies and procedures to minimise risk and deliver due diligence
- Board skills analysis to meet the needs of the business
- Foundation level equality policy
- Appropriate staffing complement to service the business and implement the strategy
- Financial procedures, including quarterly review system, put in place to better utilise our assets

AREAS FOR FURTHER FOCUS

- System to allow for a balanced mixture of skills-based and bowls-knowledgeable board members
- Board/director appraisal system
- Further control of spending against certain budget headings



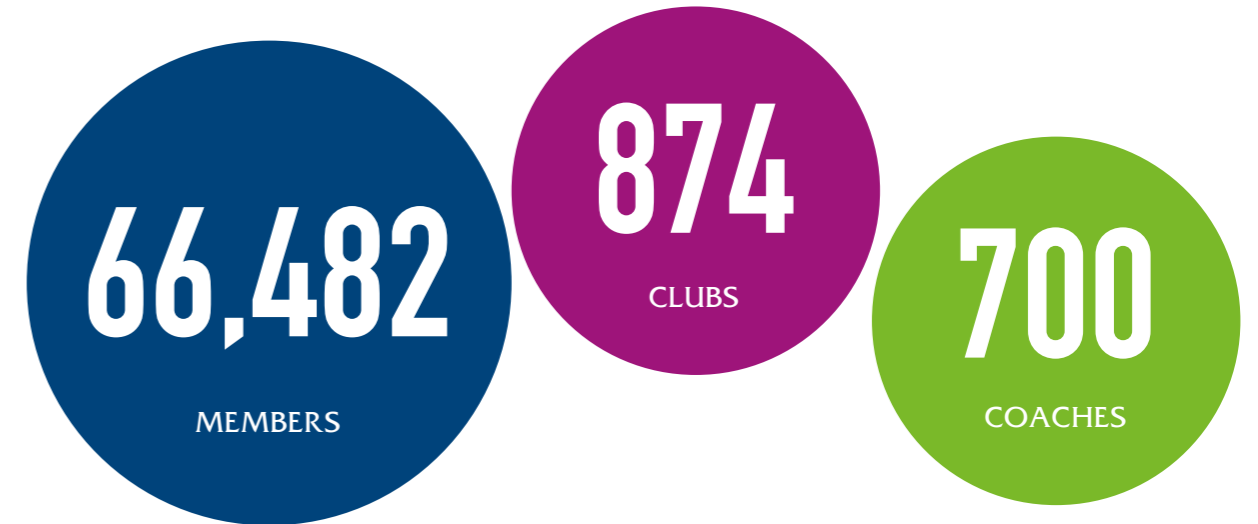
AREAS OF ACHIEVEMENT

- Development of new systems to improve information flow (Facebook and Twitter)
- Bowls Scotland image and brand becoming protected and recognised
- Variety of marketing initiatives to promote and support programmes in development
- Improvement in image of bowls

AREAS FOR FURTHER FOCUS

- Comprehensive improvements in image and perception
- Standard branding message at all levels of our competition and events programme
- Make the Bowls Scotland website more effective

KEY STATISTICS



NOTABLE PERFORMANCES

COMMONWEALTH GAMES 2014

- ● ● Men's Singles – Gold
- ● Men's Pairs – Gold
- Men's Fours – Gold

WORLD CUP 2014

- Women's Singles – Gold

WORLD CHAMPIONSHIPS U25 2014

- ● All players – Bronze and Silver

WORLD CHAMPION OF CHAMPIONS 2014

- ● Men's Singles – Gold
- Women's Singles – Gold

WORLD CHAMPIONSHIPS 2012

- ● ● ● Men's Pairs – Gold
- ● ● Men's Triples – Gold
- ● Women's Fours – Gold
- ● Men's Fours – Bronze
- ● Women's Pairs – Bronze





**PRIORITIES
FOR
NEXT FOUR
YEARS**

Building on the priorities that were set out in the 2010-2014 strategy, Bowls Scotland recognises a need to continue developing areas that will improve the delivery of the sport.

DURING THE PERIOD COVERED BY THIS LATEST STRATEGY, OUR FOCUS WILL BE FIXED UPON THE FOLLOWING CHALLENGES:

1. The education and support of member clubs through a regional network.
2. A commitment to build upon the success of the Glasgow Commonwealth Games by producing a clear pathway towards world-class performance and the introduction of new or improved competitions to develop the quality of the events run by Bowls Scotland.
3. The continued improvement of governance and securement of finances that allow delivery of the strategy.
4. The creation of a more modern and positive image for the game through less stringent playing rules, the encouragement of family groups to join clubs and improved media coverage.

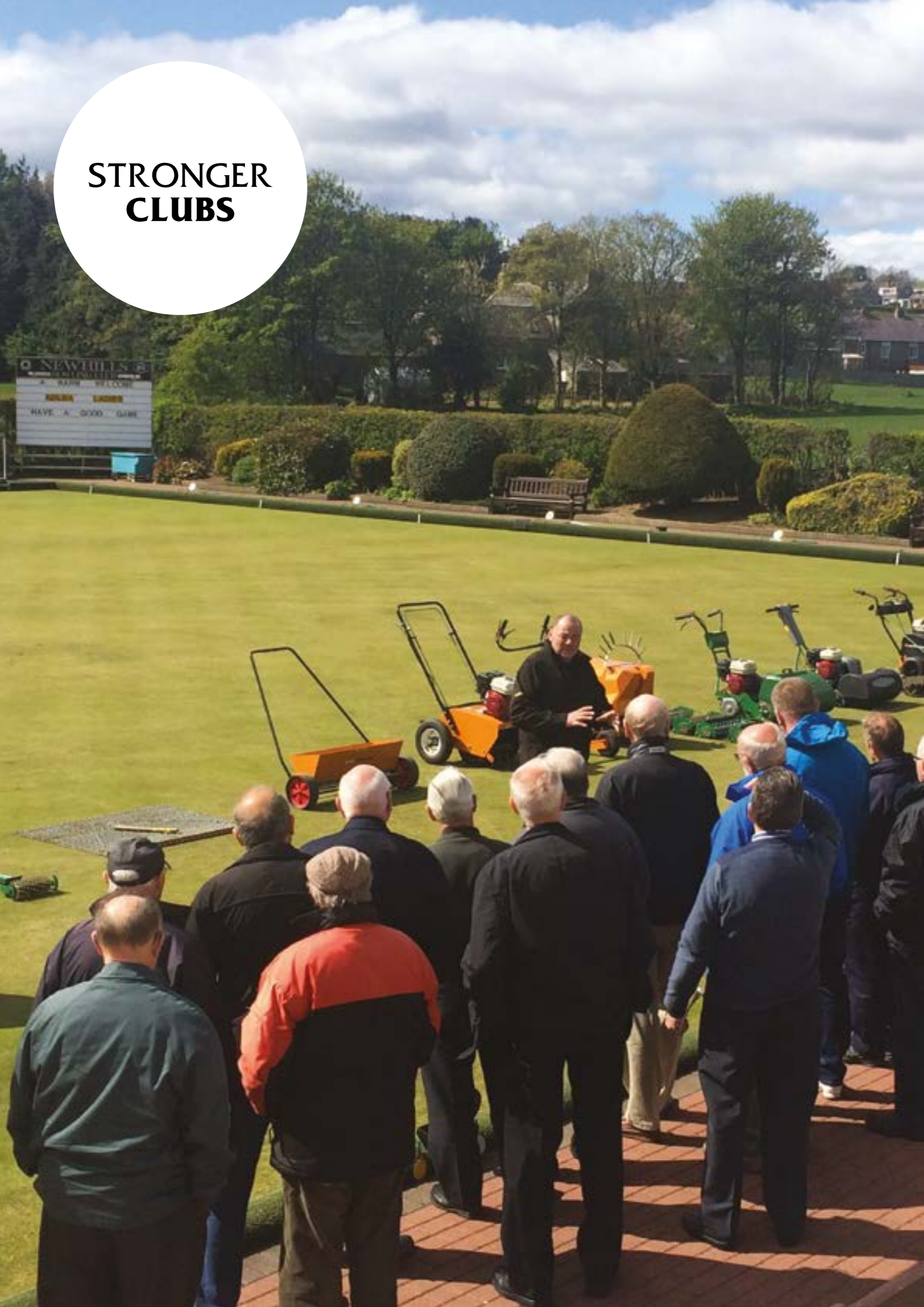
**CORE
OUTCOMES**

BY PURSUING OUR KEY GOALS, BOWLS SCOTLAND IS AIMING TO ACHIEVE A NUMBER OF IMPORTANT RESULTS:

1. Retain membership above 65,000.
2. Increase membership of 25 to 55 year-olds by 5%.
3. Recruit 600 new qualified coaches at introductory level, level 1 and level 2.
4. Win three medals at the 2018 Commonwealth Games.
5. Improve our audit rating and complete all governance improvement advice satisfactorily.
6. Attain the Intermediate level of the Equality Standard for Sport.



STRONGER CLUBS



TO ENABLE CLUBS TO DEVELOP, STRENGTHEN AND GROW.

Educating and supporting our clubs so that they may increase the overall membership of the sport is an integral part of our plans. Bowling clubs remain at the heart of communities throughout Scotland and one aspect of Bowls Scotland's vision is to make our game the local sport of choice. In order to achieve this, the sport needs sustainable and vibrant clubs right across Scotland.

In the last four years the launch of 'Try Bowls' and the introduction of a new coaching structure have started to impact on the recruitment and retention of new participants. However, further attention is required to shape the product that our member clubs offer and ensure that we meet the needs of those looking to join in with the sport.

Bowls Scotland has an important role to play in making sure that

our member clubs continue to be fit for purpose. It is crucial that clubs have the vision to plan for their future existence and to make certain that they are well governed and compliant with relevant legislation. Membership in the sport will only start growing again on foundations which provide equality of opportunity for all, sporting environments which people want to participate in and products which meet the needs of people in 21st century Scotland.

It is therefore critical that Bowls Scotland has an accurate and up-to-date profile of members taking part in bowls in Scotland; the introduction of innovative technology will help us to achieve this whilst also assisting clubs in the monitoring and delivery of this information.



STRONGER CLUBS

KEY OBJECTIVES FOR 2015-2019

STRATEGIC PRIORITY

Educate and support Scottish bowling clubs to increase membership in the sport

CLUB DEVELOPMENT


4
new support services for clubs to be launched

2
member clubs to receive 'Direct Club Investment'


Club Development Forums to be operational in all five regions and all member clubs signposted to the appropriate forums

120
clubs to gain access to newly-implemented Bowls Scotland Club Development Fund

15%
of clubs to have achieved the first stage of Bowls Scotland's Club Improvement and Evaluation Programme


Internal review group to be established and to deal effectively with complaints and grievances issued against clubs

INCREASING MEMBERSHIP

Retain membership above
65,000

8
new or existing bowling clubs to become members of Bowls Scotland

5%
increase in membership of 25 to 55 year-olds



Introduce a Customer Relationship Management system to improve the collation of club information and accurate statistics, in order to better inform future planning and decision-making

COACH AND VOLUNTEER DEVELOPMENT


2
new coaching qualifications to be put in place

2
or more Regional Development Co-ordinators to cover each of the Bowls Scotland regions

600
new qualified coaches at introductory level, level 1 and level 2

300
coaches to complete a course as part of Bowls Scotland's Coach Development Programme

500
volunteers to complete a course as part of Bowls Scotland's Volunteer Development Programme, covering all five regions


Coaching pathway to be implemented and fully aligned with the Bowls Scotland player pathway

PRODUCT DEVELOPMENT

2
new initiatives to be launched by RDOs which use sports participation research to create tailored bowls programmes that meet the needs of people wanting to participate in sport and can be utilised by all Scottish bowling clubs

100
clubs to access bowls coaching and development equipment supported by Bowls Scotland



Complete retrospective checking to give all registered coaches and club volunteers doing regulated work the opportunity to transfer to the Protection of Vulnerable Groups (PVG) scheme



Umpire training and development to be integrated with Bowls Scotland's Volunteer Development Programme



PLAYING THE GAME



TO DELIVER AN ACCESSIBLE PLAYER PATHWAY THAT IDENTIFIES AND DEVELOPS TALENT IN A HIGH-PERFORMANCE ENVIRONMENT.

Following on from the successes of the previous strategy, which included highlights such as the 2012 World Championships and the Glasgow Commonwealth Games in 2014, there is now an expectation for Scotland's bowlers to continue to achieve success wherever they may be performing.

To this end, the previous Elite programme will develop into a new High-Performance programme to support our top players and search for the stars of the future. Critical to the task of finding and developing talented players will be an integrated player and competition pathway system. The aim of this system will be to signpost players, coaches and competition organisers towards the best ways to achieve highly-skilled competitors.

We will use the player pathway system when making decisions about the right competition formats, when to train and play, as well as how to go about the selection of our teams. By following this process we will create a more open and co-ordinated system to help maintain our current world standing. In order to do this, we need to put in place a support structure of trained staff and volunteers that can challenge thinking, support talent identification and localise the performance programme.



PLAYING THE GAME

KEY OBJECTIVES FOR 2015-2019

STRATEGIC PRIORITY

Build on the success of the 2014 Commonwealth Games by producing a clear player pathway towards world-class performance, and, new/improved competitions



PLAYER PATHWAY



Implement an agreed player pathway system that will create clear decisions on competitions, coaching, volunteering, talent identification and player development



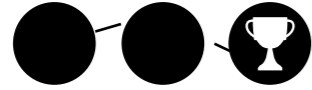
Player pathway to be communicated to members and implemented at 'Play to Learn' and 'Play to Improve' levels

RANKING SYSTEM



Create a ranking system linked to competitions, the support of selection processes and talent identification

COMPETITIONS



Competitions and events to be linked into the player pathway



Implementation of new or amended competitions and events

Implementation of all review recommendations by **2018**

SELECTION PROCESS



Operate a selection system for home internationals that is equal for men and women



All selection processes to be fair and robust

TALENT ID



Introduce a system that allows talent to be identified within the player pathway and regional structures

HIGH-PERFORMANCE PROGRAMME



Put in place an appropriate high-performance programme with an affordable staffing structure



Maintain existing world ranking for men and improve women's ranking to 5th in the world



GOOD GOVERNANCE



TO ENSURE THAT GOOD GOVERNANCE IS IMPLEMENTED AT ALL LEVELS OF BOWLS SCOTLAND IN ORDER TO DELIVER AND SUPPORT THE STRATEGY.

Good governance and co-ordinated operational support encompass the three main delivery areas of competitions, high-performance and development. Bowls Scotland will continue to aspire to, and utilise, the principles of good governance.

Following on from our 2013 audit, the board are committed to improving upon the new systems and policies that have been put in place. Many of the objectives set out below highlight the need for the continuation of good practice and should, as far as possible, be adopted by all volunteers

working within Bowls Scotland's subcommittee structure.



















With an increase in staff, there is a clear need to support the daily operations and delivery areas. This can be achieved through good planning, strong staffing and volunteer interaction, and solid financial planning that maximises the resources available for all areas of work.



GOOD GOVERNANCE KEY OBJECTIVES FOR 2015-2019

**STRATEGIC
PRIORITY**

Continue to improve governance and secure finances that allow delivery of the strategy

<p>PLANNING</p>	 <p>Annual and quarterly plans linked to delivery of the four year strategy</p>	 <p>Financial planning that governs delivery of the strategy</p>	<p>A clear reporting system linked to planning</p> <p>Succession planning for board members</p>	<p>LEGAL COMPLIANCE AND AN EFFECTIVE CONTROL ENVIRONMENT</p>	 <p>Fulfilment of the 2013 audit recommendations</p>	 <p>Self-assessment of the development and production of processes and policies to assist with effective business delivery</p>	 <p>Development and implementation of a risk management policy and procedures</p>
<p>INFORMATION-GATHERING FOR BETTER DECISION-MAKING</p>	 <p>Appropriate use of experts as advisors</p>	 <p>Use of various methods and systems to gauge opinions and assist decision-making</p>	 <p>Commissioning of relevant research to support areas of delivery</p>	<p>FUNDING STRATEGY</p>	<p>Agreement at board level on the percentages desired between capitation, government funding and commercial investment</p>	 <p>Identification of investment streams that create business stability and long-term financial viability</p>	 <p>Creation of a portfolio of commercial partners that will complement the delivery of the strategy</p>
<p>APPROPRIATE BOARD COMPOSITION</p>	 <p>Development of a system to produce a balance of skills-based directors and directors nominated by members</p>	 <p>Agreement on the correct skills required for a competent and effective board</p>	 <p>Terms of office to be incorporated into roles for succession planning</p>	<p>EQUALITY</p>	 <p>Achievement of the Preliminary and Intermediate levels of the equality programme</p>	<p>Creation of a system/ programme to assist clubs working towards a more equal playing environment (potentially a club mark programme)</p>	 <p>Checks that all board decisions and programmes delivered by Bowls Scotland follow equality-based thinking</p>
<p>CLEAR ROLES AND RESPONSIBILITIES</p>	 <p>Assessment of delivery areas in the context of an appropriate structure for staffing and skilled volunteers</p>	 <p>Decision-making processes to be documented and communicated to appropriate areas</p>	<p>PERFORMANCE MANAGEMENT</p>	<p>Development of an appraisal system for board members</p> <p>Further refinement of the staff appraisal process</p>	<p>REGIONAL STRUCTURE</p>	 <p>Development of a five-part regional structure to encompass key appointments and the delivery and development of the game in Scotland</p>	



PROMOTING THE GAME



TO PROMOTE A MORE POSITIVE AND MODERN IMAGE OF OUR SPORT.

Whilst the Commonwealth Games in 2014 gave the sport of bowls within Scotland unprecedented media coverage, it still struggles with its image. Many clubs, groups and individuals have tried to address this, but it will take time over the course of our new strategy for us to appropriately tackle one of the key reservations that those who don't yet play have with the sport.

The amount of media coverage of bowls has increased over the past four years. However, the game is still portrayed by many media outlets in ways that can hinder our attempts to move the game forward. With interaction through social media (e.g. Facebook and Twitter) and our own website we are now able to link more quickly

and directly with bowlers and non-bowlers throughout Scotland to gain feedback, gauge opinion and promote the work of Bowls Scotland.

For the first time we have utilised online survey tools to ask for feedback on the Competition and Events review; a successful venture that gave our sport a range of views about its delivery, from various standards of bowlers. Moving forward we wish to utilise social media further and embrace media outlets that allow our messages to be spread widely and in a positive manner. In doing so we can support clubs so that they may improve and attract more people to join in with our sport.



PROMOTING THE GAME

KEY OBJECTIVES FOR 2015-2019

STRATEGIC PRIORITY

Create a more modern and positive image for the game

COMMUNICATIONS



Development of an effective communication plan that uses a range of channels and technologies



Creation of better communications with clubs, associations and individuals



Development of a staff/board information system



Further engagement with the press and media to reinforce positive changes within the sport



Redevelopment of the Bowls Scotland website to be more interactive and user-friendly

POSITIVE RELATIONSHIPS AND PARTNERSHIPS



Establish strong partnerships with national, UK and international partners



Pursue closer working relationships with Scottish agencies to further our aims



Work collaboratively where possible with certain Scottish bowls groups



Attain the right balance of local and national engagement



Secure appropriate and skills-based individuals at all levels of bowls agencies

MARKETING THE GAME



Development of a clear and affordable marketing plan



Consider competition rules as well as barriers to the creation of a positive image of bowls



Link the marketing plan to participation and recruitment drives



APPENDICES



GOVERNANCE STRUCTURE

BOARD

GOOD
GOVERNANCE

HIGH-
PERFORMANCE

STRONGER
CLUBS

COMPETITIONS
AND EVENTS

MARKETING

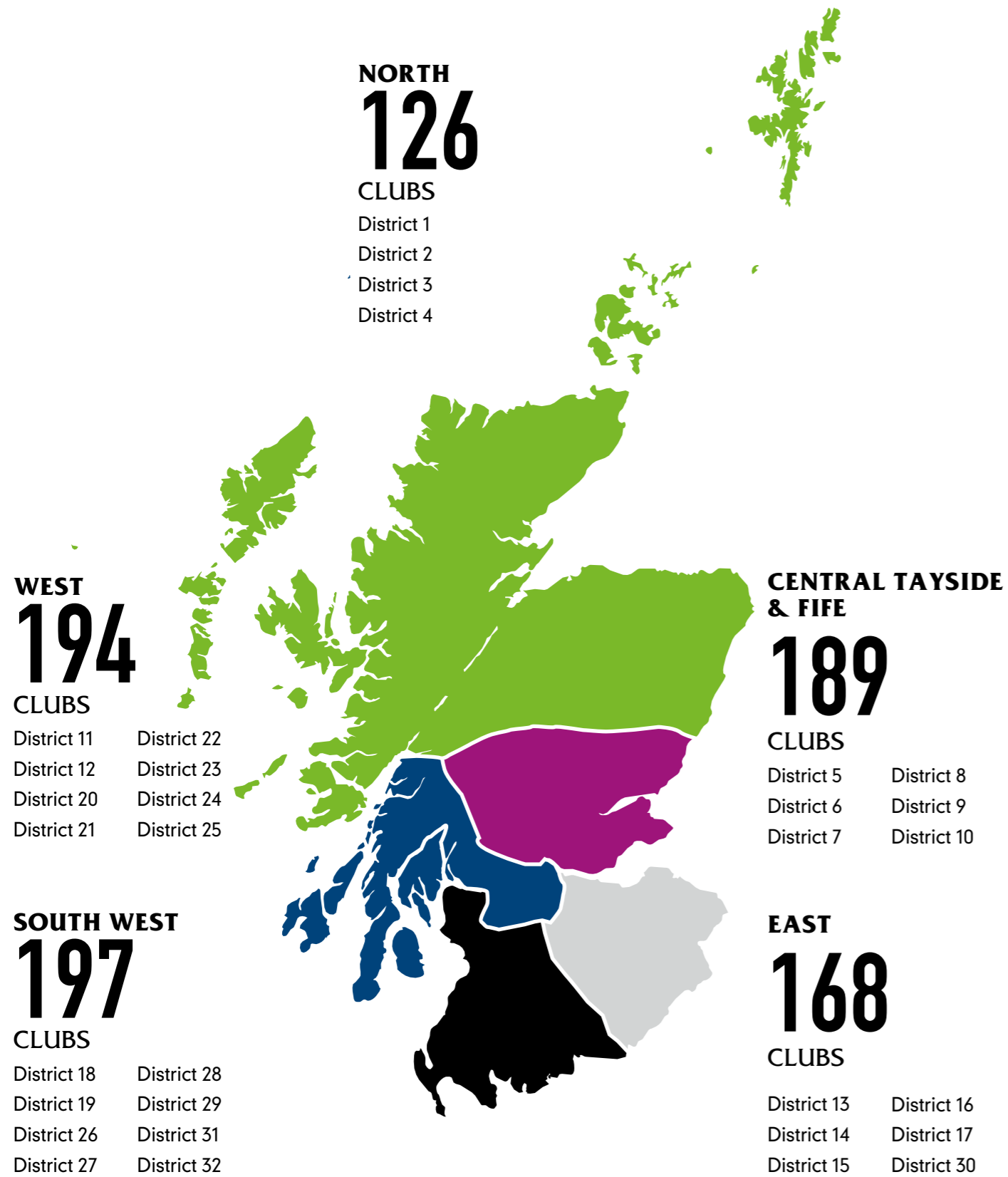
BRANDING

COMMS

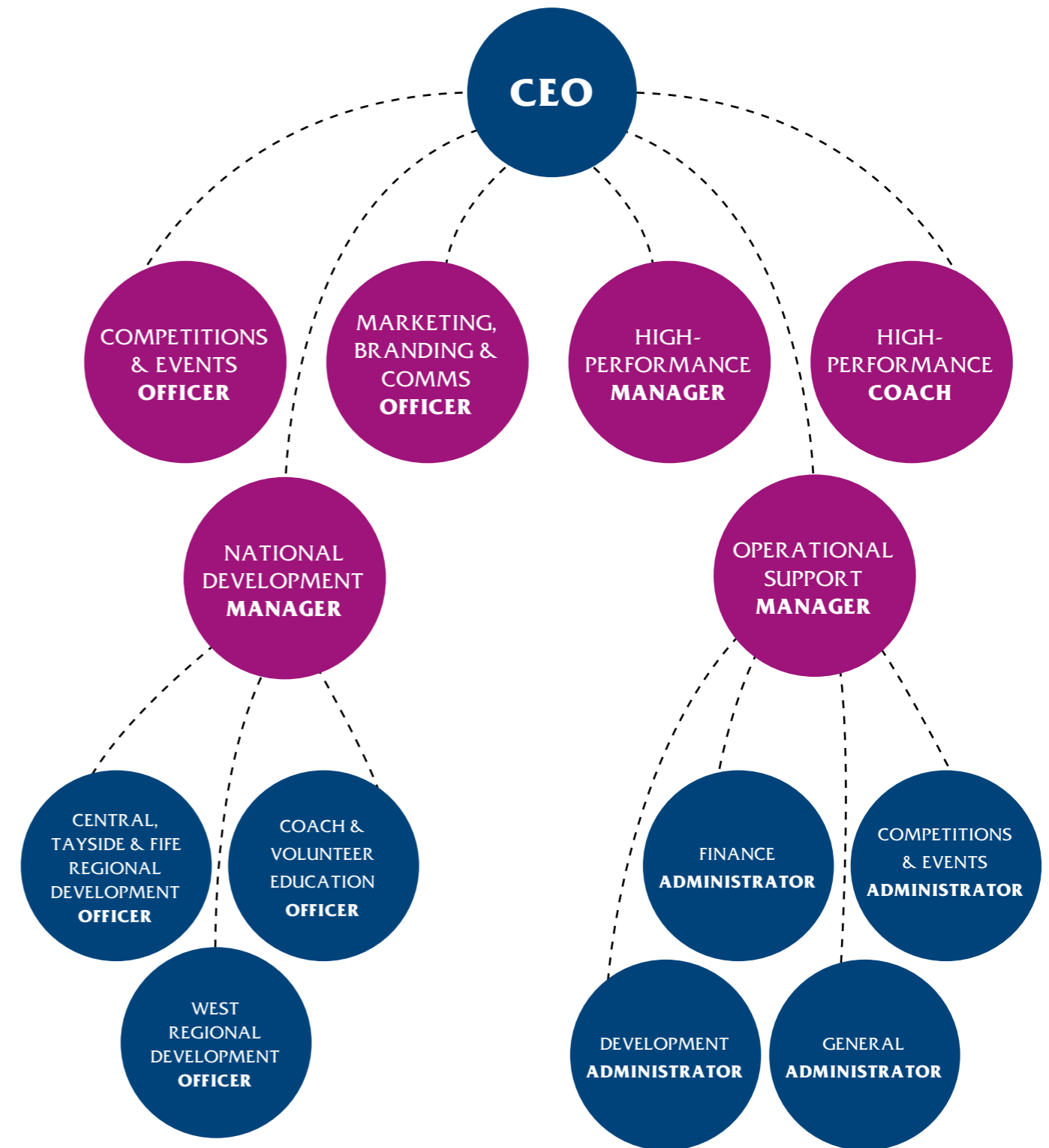
ADMIN



REGIONAL STRUCTURE



STAFFING STRUCTURE



FORECASTED INCOME FOR NEXT FOUR YEARS

The following figures outline the level of investment that has been agreed with **sportscotland**, through the funding process, to deliver this strategy.

Bowls Scotland's figures are calculated from capitation income,

competition entry fees and a modest income from commercial partners. They are also based on its current commitment in each area of spend and are adjusted to coincide with the next four years' estimated membership returns.

The figures for **sportscotland** are 'ring-fenced' for the areas indicated and cannot be transferred to other business areas.

NB: All figures are in pounds sterling.

DELIVERY AREA		2015-16	2016-17	2017-18	2018-19
PLAYING THE GAME					
STRONGER CLUBS	BOWLS SCOTLAND	27,000	27,000	30,000	30,000
	SPORTSCOTLAND	150,000	150,000	80,000	80,000
HIGH-PERFORMANCE	BOWLS SCOTLAND	0	0	0	0
	SPORTSCOTLAND	200,000	240,000	240,000	200,000
COMPETITIONS AND EVENTS	BOWLS SCOTLAND	153,000	156,000	159,000	186,000
	SPORTSCOTLAND	0	0	0	0
GOVERNANCE					
GOOD GOVERNANCE	BOWLS SCOTLAND	154,000	189,000	193,000	199,000
	SPORTSCOTLAND	125,000	125,000	125,000	125,000
MARKETING, BRANDING AND COMMS					
OPERATIONAL SUPPORT	BOWLS SCOTLAND	65,000	60,000	66,000	66,000
	SPORTSCOTLAND	0	0	0	0
TOTAL BOWLS SCOTLAND		399,000	432,000	448,000	481,000
TOTAL SPORTSCOTLAND		475,000	515,000	445,000	405,000
TOTAL		874,000	947,000	893,000	886,000



The key statistics shown on page 11 were accurate when recorded in December 2014.

The board of Bowls Scotland would like to thank all those who contributed to the development of this strategy.

To enquire about alternative versions of the document, please contact the Bowls Scotland office via info@bowlsscotland.com.



www.bowlsscotland.com

www.facebook.com/bowlsscotland

Twitter: [@bowlsscotland](https://twitter.com/bowlsscotland)

