



Annual Report 2020-21

COLLABORATION. INCLUSIVITY. INTEGRITY. CLARITY.

As we reflect on the last year, we start with a huge

THANK YOU...



To the 834 clubs who affiliated to Bowls Scotland last year and continue to provide a place for people to improve their physical, social, and mental health and wellbeing. Our clubs continue to be at the heart of everything we do.

To everyone in the wider Bowls Scotland Team – our Board and Staff, our Presidents and Vice Presidents, our District Coordinators, our Club Volunteers, our Coaches – you have all displayed tremendous professionalism, loyalty, dedication, and enthusiasm.



To our 51,089 playing members for their adaptability, understanding and dedication to our wonderful game through supporting fellow bowlers return to the green, paying club fees during a limited season and respecting COVID guidance.

To **sportscotland** who provided a flexible, responsive approach to the investment available to Bowls as well as providing support, resource, and guidance to ensure the quick resumption of bowling from grass roots to high performance.

Special thanks to:
 Fiona Lilley – Partnership Manager
 Aileen McGillivray – High Performance Partnership Manager
 Ruari Davidson – Coach and Volunteering Partnership Manager



To our sponsors, partners and suppliers, who continue to work with us to ensure we raise the profile of Bowling in Scotland as well as providing invaluable services to our organisation.



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Bowls Scotland Chair Statement

It is hard to know where to start when looking back over the last 12 months, so much has happened on and off the green. Before I reflect on the last year, I want to express once again my condolences to those who lost loved ones, friends, and colleagues to COVID. This past season has continued to be unusual and challenging, with everyone working hard to make things happen at bowling clubs across Scotland and my thanks go to all the club volunteers who have gone above and beyond to make sure that bowls has been available in a safe and caring manner.



I remember finishing off my statement in last year's report with a sense of hope that we would soon progress out of COVID and be back to a bit more normality. Whilst many players returned to the greens and clubs have once again reopened, the COVID pandemic has continued to have an impact on our sport at all levels. We cannot shy away from the fact that COVID has had a direct impact on our membership, with a 7.78% decrease in membership from the previous year, this has had a significant impact on our finances.

We have worked very closely with **sportscotland** over the year through the guidance distributed to clubs and direct links into government. The flexibility they have demonstrated with the investment available to bowls has allowed us to financially manage the areas of work that were directly affected by the loss of "bowler's" income from membership and entry fees. We would like to take this opportunity to thank all the staff at **sportscotland** who have supported Bowls Scotland over the last year.

We had some changes in our workforce last year with James Laws, Director (Commercial) leaving the Board. Adam Martin joined us as Coach and Volunteer Manager, as well as Ashleen Cousins taking up the role of Marketing Officer on the back of Ross Robertson leaving. We were sad to see Cheryl Gibson and David Gourley MBE leave after being part of our team for a considerable amount of time. On behalf of the Board, I wish to thank James, Ross, Cheryl and David for your contributions to our sport and wish you all the very best for the future.

We are a values-driven organisation, and I am committed as Chair to ensuring we work with our membership in a transparent and open way. I will ensure we continue to create opportunities for meaningful conversations to allow us to better understand how we can work more effectively together. Finally, I have a request to clubs to come together, to work in partnership with Bowls Scotland to help our sport survive and thrive once more.



Sue Beatt

Chair, Bowls Scotland

Bowls Scotland Chief Executive Officer Statement

As COVID continued, we adjusted our business plan to focus on supporting clubs through the pandemic while still ensuring we delivered on our Strategy. As well as working towards an adjusted plan, we consulted with our clubs last September to help shape our services as we progressed into 2021. Information throughout this report, along with an accompanying video, demonstrates progress against our strategic priorities as well as our collective response to COVID.



Heading into the 2021 season, our membership levels reduced as a direct result of the COVID pandemic with 51,089 player members registered through 834 clubs. This is down from 55,398 in 2020 and 56,630 in 2019. This reduction in members and membership income has had a significant impact on the organisation's finances and virtually all other income streams have been turned off other than **sportscotland**. Whilst the flexibility from **sportscotland** has been a welcome one, our clubs should be aware that this will not be provided as we go into 2022. As well as making significant efficiency savings and moving towards more online and digital ways of working, we will still be faced with making some difficult decisions on what we can deliver should the financial situation continue.

So, despite the financial challenges the organisation has faced, I am proud of what has been achieved over the last 12 months. Our progress in areas of Equality and Diversity is encouraging, with a newly formed group and an interim action plan in place I am confident we will take positive steps to remove the barriers – whether real or perceived – that restrict people from participating in our wonderful game. Another exciting area of development is the merger between the SYBA and Bowls Scotland to ensure we provide opportunities for young players to participate and achieve their potential, whatever that might be.

Club engagement remains high, with our National Development Officers providing support, guidance, and resources to allow our clubs to modernise and strengthen. Our Return to the Green campaign highlighted the tremendous work undertaken by clubs and the resumption of coach education courses and online workshops provided a variety of learning and networking opportunities. With no national competitions delivered this year, the competitions and events team were tasked with reviewing the national competition offerings and looking at ways to diversify and modernise our offerings in this area.

Whilst the year ahead will continue to be difficult, it also brings opportunities for participation, competition, and celebration. Our National Championships will return; Northfield will play host to the European Championships and the Commonwealth Games is on our doorstep.

This year sees us celebrate 10 years since Bowls Scotland was formed and so much has changed in that time. Change can be difficult and the journey long, with us all playing a part in ensuring our sport stays relevant to current and future generations. We look forward to working together in 2022, where we will continue to work to our values of collaboration, inclusivity, integrity, and clarity; always ensuring clubs are at the heart of everything we do.



Alan McMillan

CEO, Bowls Scotland

Playing Our Part – Our Collective Response to COVID

Our values of collaboration, inclusivity, integrity, and clarity were central to our response to COVID-19, ensuring our clubs were supported throughout. We delivered a comprehensive support programme as well as creating a Return to the Green initiative, with three key messages for our clubs to focus on during 2021: Reassure Your Members; Reconnect with Your Community; Respect COVID Safety Measures. Our major focus through the pandemic was to work closely with clubs to help them plan for a safe return to the green.

Key Highlights:

- Delivered 3 COVID review sessions to 100 clubs, to reflect on the lessons learned from the 2020 season and identify any further areas of support our clubs required.
- Delivered 2 'Getting your facilities ready for sport' sessions to over 100 clubs
- Delivered 2 'Getting coaches ready for sport' sessions to 60 coaches
- Delivered 6 COVID Officer sessions to over 200 COVID Officers and Club committee members
- £16,939 to 24 clubs as part of our Club Crisis Fund, bringing this to £32,941 to 35 clubs over the COVID pandemic.
- Supported the training of 717 Club COVID Officers
- Developed specific guidance and resources for the return to the green and club house activities in line with Scottish Government and **sportscotland** guidelines

Development

Modern, Accessible Clubs

Clubs continue to be at the heart of everything we do, and whilst supporting clubs through COVID was our number one priority, we also delivered comprehensive club development support.

Key Highlights:

- 834 clubs affiliated to Bowls Scotland
- 51,089 playing members (including 1,297 junior members)
- 14 District forums delivered with 126 clubs attending
- 36 club workshops delivered with 527 clubs attending
- 4 club development videos and resources created in partnership with Club Development Scotland
- 35 clubs hosted Try Bowls events:
 - 17 clubs returned evaluations forms – Collectively 326 people attended with 83 new members joining clubs
- 21 BowlsMark Clubs
- 36 clubs are currently going through the BowlsMark process
- Sporting Memories Foundation Scotland & Age Scotland partnership created to develop training and resources for clubs to support members living with Dementia

Development

Quality Coaching and Volunteering

Volunteers are the foundation of our wonderful game and having a quality education and development programme is critical to ensuring our people, and game, thrives.

Key Highlights:

- Training needs analysis survey launched with 200+ responses from coaches
- 5 Volunteer coaching tutors recruited, and 3 National coaching tutors recruited bringing the total tutor workforce to 13
- 15 Coaching Courses delivered, with 106 candidates upskilled
- Launched 4 virtual coaching forums to allow coaches to come together and share best practice - 62 coaches attended
- Brightspace digital learning platform launched to support all aspects of Bowls Scotland learning pathway
- National Volunteer Awards launched to recognise and reward those unsung heroes within the bowling community and raise the profile of volunteering at all levels
- Working in partnership with our District Coordinators (DC's) to create a formalised recruitment structure for new and existing DC's

Wellbeing and Protection

Wellbeing and protection is a priority for the organisation with training and development opportunities available to key personnel within clubs. With the transition of SYBA to come under Bowls Scotland, this area of work is critical to ensuring players, coaches and officials are fully supported and the appropriate process and procedures are in place at club and Scottish Governing Body level.

Key Highlights:

- Maintained 100% compliance - Safeguarding in Sport Standard
- Supported the introduction of the new online Protecting Vulnerable Groups (PVG) membership scheme process with 3 virtual training courses delivered with 47 clubs attending
- 6 virtual Child Wellbeing and Protection in Sport courses delivered with 83 participants attending
- 5 virtual Child Wellbeing and Protection Officer courses delivered with 55 participants attending
- 229 PVG checks carried out

Competitions and Events

COVID has continued to have a significant impact on the competitions and events calendar, creating another year without any National competitions. As a result, our focus turned to revisiting our strategic objectives by exploring technology and looking at new competition formats. A review process on current competitive offerings was undertaken as well as preparing for piloting a new format of competitions for 2022.

Developing Scotland's Future

Work has been underway with the Scottish Young Bowlers Association (SYBA) to finalise the agreed merger in 2022. A full review of the SYBA's structure and competitions has been undertaken to ensure this aligns to our strategic objectives to allow for the best opportunities for our upcoming players to develop their skills both on and off the green. Preparations have also been ongoing for the recruitment of 32 District Youth Co-Ordinators to ensure the appropriate infrastructure is in place for the transition.

High Performance

This year has been challenging in performance sport with the rearranged World Championships due to be held in Australia cancelled and the International Bowls for the Disabled World Championship not rearranged. With the safety and wellbeing of our High-Performance players and coaches paramount as well as the need to provide opportunities for players to achieve the sport specific selection standard for the Commonwealth Games, we worked in partnership with **sportscotland** to ensure the resumption of training and competitions was in line with the Resumption of Performance Sport Guidance.

David Gourlay MBE stepped down from the Head Coach role in August. David has been central to performance bowls over the last 9 years and has contributed hugely to the medal success achieved at Glasgow 2014 and Gold Coast 2018. Bowls Scotland would like to thank David for his hard work and dedication.

Key Highlights:

- 12 Para Players selected for the Bowls Scotland's High-Performance (HP) Programme
- 18 Mainstream Players selected for the Bowls Scotland HP Programme
- 5 Directors for visually impaired players selected for the HP Programme
- 8 Coaches actively supporting players in training and international competition
- Return to Performance Training Plan process started with **sportscotland** Institute of Sport.
- Commonwealth Games Selection Policy approved for Lawn Bowls & Para Lawn Bowls
- **sportscotland** Scottish Institute of Sport support services provision agreed to April 2022
- 1-2-1 training commenced in line with the resumption of performance sport guidelines
- 4 squad days held at Northfield
- 2 squad weekends held at Northfield
- All mainstream HP players achieved Commonwealth Games selection standard
- Bowls Scotland hosted four Test Series v Ireland at Northfield for mainstream players
 - Women won 3-1
 - Men won 2.5-1.5
- Home Nations event at Leamington Spa:
 - 6 Men, 6 Women, 7 Para players
 - Para squad won the event
 - Women finished 4th; Men finished 3rd

Marketing and Communications

We are committed to ensuring we promote a positive and modern image of the game through better engagement with our clubs and partners. Throughout the 2021 season, a 'Return to the Green' campaign was launched to encourage clubs to re-assure their members, reconnect with their local community and respect COVID safety measures. To help spread the messages and share good practice, club stories were featured on our website and social media channels.

Key Highlights:

- 18 clubs profiled as part of the Return to the Green campaign
- 19,918 social media page followers across Facebook, Twitter, Instagram, YouTube and LinkedIn
- 160,000 user reaches through Facebook posts during the season
- 3,472 monthly E-newsletter subscribers
- 131 press releases/announcements on our website
- 172,700 video views across Facebook, YouTube, Instagram, and Twitter
- Facebook likes are at 11,773, an increase of 397
- Relaunched 'Rock 'n' Bowl' podcast in June 2020 with the first five episodes receiving over 1,500 downloads
- Launched a Partners Pack for clubs detailing the services available from our partners

Membership Services and Governance

Online Club and Membership System

As part of our progression to becoming a more efficient and modern organisation, we introduced a new online club and membership system in 2020 to allow members to purchase affiliation, tournament licenses, competitions entries, club development workshops and coach education.

Key Highlights:

- 203 clubs affiliated via the online club and membership system with a further 302 clubs utilising an interactive PDF
- 13 training courses delivered; 147 clubs attended
- 4,163 users regularly utilising the online club and membership system

Equality and Diversity

We recognise and are fully committed to embedding the values of equality, diversity, and inclusion throughout our sport. These values are fundamental to ensuring we progress towards fulfilling our vision of a sport that is accessible for all.

Key Highlights:

- Formation of an external Equality and Diversity Group consisting of professional sports development staff, club volunteers and players
- 8 equality group promotional videos published with 1,654 views
- Creation of a two-year interim Equality Action Plan
- 2 surveys conducted with female bowlers and females who do not participate in bowls to help understand what would encourage more women into the sport. The data is currently being analysed and will help inform our Empowering Women in Bowls strategy

Finance

This summary should be read in conjunction with the Financial Statements prepared by BDO, accountants to Bowls Scotland.

The financial position of the organisation has again been affected by the ongoing Covid-19 pandemic, however due to the continued support provided by **sportscotland** and actions taken to reduce costs, the overall loss was limited to £2,834, reducing reserves by 1.2% to £224,864.

The circumstances of this year have continued to be challenging with the main financial impact being through the cancellation of the National Championships and a reduction in sponsorship / partnership opportunities. A full budget review was undertaken, and actions taken, where possible, to reduce costs whilst still providing strong support to our clubs to aid recovery from the pandemic.

Income

Income increased from 2020 due to the receipt of membership fees of £151,697 although this was £15,386 lower than the pre-pandemic 2019 fees. Overall income was still reduced mainly due to no income in relation to the National Championships.

Dispensation has again been given by **sportscotland** to flexibly apply some funding from the period to March 2021 to cover costs normally met from membership fees and other income. This has helped mitigate the loss for the year and the subsequent impact on reserves.

Expenditure

Overall expenditure was of a similar level to 2020 but still lower than pre-pandemic levels as costs in relation to the National Championships, BIBC/BIWBC events and other national competitions were not incurred. The World Bowls levy has been increased from 50% of the annual fee in 2019 to 75% of pre-pandemic level to a figure of £19,376. £16,939 was paid to clubs through the Bowls Scotland crisis funds.

Finance – Financial Statements

Statement of Comprehensive Income for the Year Ended 31 August 2021

	Note	2021 £	2020 £
Turnover		672,824	543,033
Cost of sales		<u>(595,011)</u>	<u>(575,035)</u>
Gross profit/(loss)		77,813	(32,002)
Administrative expenses		(80,695)	(83,647)
Other operating income		-	11,286
Operating loss	4	<u>(2,882)</u>	<u>(104,363)</u>
Interest receivable and similar income	6	59	865
Loss before tax		<u>(2,823)</u>	<u>(103,498)</u>
Tax on loss	7	(11)	(153)
Loss for the financial year		<u><u>(2,834)</u></u>	<u><u>(103,651)</u></u>

There was no other comprehensive income for 2021 (2020:£NIL).

Notes are on pages 6-12 in the full financial accounts.

Balance Sheet - As at 31 August 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible assets	8	9,868	16,655
Current assets			
Debtors: amounts falling due within one year	9	2,346	29,029
Cash at bank and in hand	10	477,273	682,325
		<u>479,619</u>	<u>711,354</u>
Creditors: amounts falling due within one year	11	<u>(264,623)</u>	<u>(500,311)</u>
Net current assets		214,996	211,043
Total assets less current liabilities		<u>224,864</u>	<u>227,698</u>
Net assets		<u><u>224,864</u></u>	<u><u>227,698</u></u>
Capital and reserves			
General reserve	12	212,566	212,566
Revenue reserve	12	12,298	15,132
		<u>224,864</u>	<u>227,698</u>



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