



Strategic Plan

2009-2013

Approved at EGM on
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www.bowlsengland.com

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1. INTRODUCTION

Bowls England was established in January 2008 out of an amalgamation of the former English Bowling Association (EBA) and English Women's Bowling Association (EWBA). The organisation represents the interests of outdoor bowls with separate governing bodies continuing to administer the indoor game.

Bowls England is committed to promoting the sport and increasing participation levels among all ages, sexes and abilities.

This Strategic Plan, the first produced by Bowls England, covers the period from 2009-2013 and mirrors the timescale of Sport England's four-year strategy for developing community sport in England.

The Plan will be regularly reviewed and updated to ensure the organisation is meeting its original objectives, and that it is able to respond to any new challenges and opportunities in a timely and effective manner.

This Strategic Plan outlines our key long-term objectives and the strategies which will be implemented to achieve these goals. It also includes key performance indicators and allocates responsibility to specific committees or employees.

A long-term financial forecast which relates directly to the strategic plan objectives has been prepared alongside the Strategic Plan and is included at Appendix A.

2. OUR MEMBERSHIP

Bowls England is accountable to its Members (County Associations), Associated Members (Clubs) and Affiliated Members (individuals). When Bowls England was formed, 70 County Associations (Men’s and Women’s Associations) became Members of Bowls England.

It is our aim, through unification, to streamline this figure to 35 County Associations by 2010.

The 35 Member Counties, who each have two Council delegates, are:

Bedfordshire	Hampshire	Northumberland
Berkshire	Herefordshire	Nottinghamshire
Buckinghamshire	Hertfordshire	Oxfordshire
Cambridgeshire	Huntingdonshire	Somerset
Cornwall	Isle of Wight	Suffolk
Cumbria	Kent	Surrey
Derbyshire	Lancashire	Sussex
Devon	Leicestershire	Warwickshire
Dorset	Lincolnshire	Wiltshire
Durham	Middlesex	Worcestershire
Essex	Norfolk	Yorkshire
Gloucestershire	Northamptonshire	

As at 1st September 2008 there were 4,201 Associated Members (Clubs) and 132,116 Affiliated Members (individuals).

Bowls England will anticipate and respond to the numerous and various needs of all its Members. In this changing world, Counties and Clubs increasingly require support in facing many challenges and ‘One voice, One Sport’ will have a greater impact in the wider environment.

3. OUR VISION

Our Vision is:

Bowls England will deliver an exceptional sport and community experience that is appealing, entertaining and accessible to all.

Our key objectives are:

To provide strong leadership and direction that guides the sport towards our vision

Bowls England will drive the sport forward towards our vision, providing continuity and stability within Bowls England. We will consider any change that is in keeping with the most effective and efficient way of managing within practical timescales and realistic budgets.

Key staff and volunteers will be appointed as appropriate and be sufficiently supported in their role, providing the spearhead for the development of Bowls England. Bowls England will also acknowledge the crucial significance of the voluntary infrastructure and provide all necessary support and training as appropriate.

By being more commercially focussed, Bowls England will look to maximize income and to keep Member fees as low as practicably possible.

To develop and strengthen County Associations, Clubs and Members

Bowls England will offer support to County Associations, Clubs and Members by continuing to offer loans for facility developments and green's maintenance.

Bowls England will also work closely with Sport England, other national bodies and County Sport Partnerships to ensure that clubs are aware of the other funding streams available to them.

Communication to County Associations, Clubs and Members will be improved through the Annual Conference, regional road shows and greater use of electronic communication.

To increase participation in the sport

Bowls England will promote bowls as a 'sport for all' and actively support a progressive 'Retention and Recruitment' attitude within Counties and Clubs. This will involve working with other Bowls National Governing Bodies in England, County Sports Partnerships and other external partners such as Sport England and local authorities.

Bowls England will incorporate new initiatives in its Development Plan to attract new participants whilst still preserving the traditional values of our sport.

To nurture the international achievements of our national teams and competitions

Bowls England will organise National Championships and Competitions for players of all abilities to compete in.

Bowls England will also work to ensure that our representatives at International level receive the appropriate degree of support, and that frameworks are in place for those who wish to reach the top levels of competition.

To nurture the relationships with other bodies who have an important influence on Bowls in particular, and sport in general

Bowls England will look to develop its relationships with the Umpiring Associations, the English Bowls Coaching Scheme and the English Bowls Youth Development Scheme.

Bowls England will continue to work closely with World Bowls Ltd, other Bowls National Governing Bodies and Government agencies.

Bowls England will endeavour to develop its relationships with commercial sponsors, bowls funding organisations, the 'Bowls Family' and the media.

Details on how we will meet these objectives and timescales are included in Section 10 of this Strategic Plan.

4. OUR STRUCTURE

Council

Council is responsible for appointing the Executive Board and electing Committees.

- Chair
- Vice-Chair
- Six Directors
- Two Members from each County Association
- Presidential Team – no vote
- Chief Executive – no vote

Board

- Chair
- Vice-Chair
- Six Directors (forming Chairpersons of Committees as below)
- Chief Executive – no vote
- Two Presidents – observers

Committees

- Competitions
- Development
- Finance
- International Performance
- Member Services
- Policy & Management

Employees

- Chief Executive
- PA To Chief Executive
- Office Manager
- IT Manager & Office Co-ordinator
- Competitions Administrator
- Assistant Administrator – Civil Liability Insurance - (Part time)
- Assistant Administrator – Merchandise - (Part time)
- Assistant Administrator – Accounts/Competitions
- Assistant Administrator – Presidents Matches - (Part time)
- Development Officer

5. ROLES AND RESPONSIBILITIES

The Roles and Responsibilities of Council and the Board are detailed in the Articles of Association, which is attached at Appendix B.

6. OUR KEY STAKEHOLDERS

Bowls England

- Members (Counties)
- Associated Members (Clubs)
- Affiliated Members (Individuals)
- Associate Members

Bowls England Funded Organisations

- English Bowls Umpires Association/English Women's Umpires Association
- English Bowls Coaching Scheme
- English Bowls Youth Development Scheme
- Child Protection Panel

Bowls National Governing Bodies

- English Indoor Bowling Association Ltd
- English Short Mat Bowls Association
- English Bowls Federation
- British Crown Green Bowls Association
- British Wheelchair Bowls Association

Other Bowls Organisations

- Friends of English Bowling
- British Isles Bowls Council
- British Isles Women's Bowls Council
- Licensed Bowls Manufacturers
- Licensed Bowls Testers
- Endorsed Artificial Surface Manufacturers

International Bowls Bodies

- World Bowls
- All Member Authorities of World Bowls

Other Sporting Organisations

- Commonwealth Games Federation England
- Sport England
- Central Council Physical Recreation

Government Agencies

- Department for Culture, Media and Sport
- Department of Health

Marketing, Communication and Public Relations

- Sponsors
 - *Current*
 - *Future*

- Media
 - *Local, regional, national and international*
 - *Broadcast, print and digital*

7. PLANNING

Our Strategic Objectives are outlined in detail in Section 9 of this Plan.

A process of SWOT and PESTLE analyses, as outlined below, will be used to help us to review, enhance and develop this Strategic Plan through to 2013.

SWOT Analysis

Strengths	Weaknesses
New Company Large Membership base Well-established structures Sport for all National network of clubs National network of facilities Commonwealth Games (core sport)	Perception as 'old man's game' Lack of interest from national media, especially broadcast, in outdoor game Falling spectator interest Not an Olympic sport Fragmented Sport run on voluntary basis Lack of high-class facilities Not attractive to sponsors No clear framework for talent identification
Opportunities	Threats
Sport England Strategy 2009-2013 Funding from external agencies Commonwealth Games 2010 Government policy to promote active living Build relationship with other Bowls NGBs Ageing population	Falling participation Resistance to change from within the sport Increasing number of other hobbies Change in Government policy Reduction in number of affiliated Counties/Clubs London Olympics 2012 Falling standard of playing surfaces

PESTLE Analysis

<p>Political</p> <p>Change in National/Local Government Employment Law Use of Volunteers Environmental Regulations</p>	<p>Economic</p> <p>Increased cost of travel to matches Economic growth/decline and cost of living Minimum wage Unemployment Financially mobile Membership Reduced interest rate on savings</p>
<p>Sociological</p> <p>Retirement age Ageing population Increase in ethnic minorities Working hours</p>	<p>Technological</p> <p>Website Mobile phone and SMS Blogging Digital and Internet TV Outsourcing/in-sourcing</p>
<p>Legal</p> <p>Legislation to include: Imports/exports Disability Discrimination act</p>	<p>Environmental</p> <p>Use of water, gas and electricity Green maintenance Sourcing of materials</p>

8. RISK MANAGEMENT

Bowls England has an approved Risk Management Plan, which includes a Risk Register. This is attached at Appendix C.

9. OBJECTIVES AND KEY PERFORMANCE INDICATORS

Objective 1:

To provide strong leadership and direction that guides the sport towards our vision

	KPI	Responsible	2009	2010	2011	2012
1.1	Unification of Counties	Board	Ongoing	Target date	Review	Review
1.2	Single Presidential Team	Board	Ongoing	In progress	Target date	Review
1.3	Review Committee Structure	Board	Ongoing	Target date	Review	Review
1.4	A streamlined robust management, accountable to Members	Board	Ongoing	Ongoing	Ongoing	Ongoing
1.5	To appoint key staff and to ensure they are sufficiently supported in their role	Board	Ongoing	Ongoing	Ongoing	Ongoing
1.6	To maximize income and to keep Member fees as low as practicably possible.	Board	Ongoing	Ongoing	Ongoing	Ongoing
1.7	To prepare Strategic Plan 2009-2013	Board	Target date	Review	Review	Review
1.8	To prepare Strategic Plan 2013-2017	Board	-	-	Consult	Target date

Objective 2:*To develop and strengthen County Associations, Clubs and Members*

	KPI	Responsible	2009	2010	2011	2012
2.1	Development	Board				
2.1.1	<i>Development Loans</i>	<i>Finance</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
2.1.2	<i>Green's Maintenance</i>	<i>Member Services</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
2.1.3	<i>Introduce one-stop funding advice shop for clubs</i>		<i>Ongoing</i>	<i>Target date</i>	<i>Review</i>	<i>Ongoing</i>
2.2	Introduce Membership scheme (linked to individual Bowler's Insurance)	Member Services	Ongoing	Target date	Review	Review
2.3	Improved communication with Members	Board				
2.3.1	<i>Annual Conference</i>	<i>Member Services</i>	<i>Ongoing</i>	<i>Review</i>	<i>Ongoing</i>	<i>Ongoing</i>
2.3.2	<i>Regional Road shows</i>	<i>Policy & Management</i>	<i>Target date</i>	<i>Review</i>	<i>Ongoing</i>	<i>Ongoing</i>
2.3.3	<i>Electronic Newsletter</i>	<i>Member Services</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
2.3.4	<i>New Website introduced</i>	<i>Board</i>	<i>Target date</i>	<i>Review</i>	<i>Ongoing</i>	<i>Ongoing</i>

Objective 3:*To increase participation in the sport*

	KPI	Responsible	2009	2010	2011	2012
3.1	Development Plan	Board	Target date	Review	Review	Review
3.2	Promote image of bowls as a sport for all	Development	Target date	Ongoing	Ongoing	Ongoing
3.2.1	<i>Communication Strategy</i>	<i>Development</i>	<i>Target date</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
3.2.2	<i>Sponsorship Strategy</i>	<i>Development</i>	<i>Target date</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
3.2.3	<i>Recruitment Strategy</i>	<i>Development</i>	<i>Target date</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Ongoing</i>
3.3	Coaching	Development	Ongoing	Ongoing	Review	Review
3.3.1	<i>English Bowls Coaching Scheme</i>	<i>Development</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Review</i>	<i>Review</i>
3.3.2	<i>English Bowls Youth Development Scheme</i>	<i>Development</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Review</i>	<i>Review</i>

Objective 4:*To nurture the international achievements of our national teams and competitions*

	KPI	Responsible	2009	2010	2011	2012
4.1	Achieve target at Commonwealth Games 2010	CG Performance Co-ordinator	Ongoing	Target date	Review	-
4.2	To arrange National Championships and Competitions	Competitions	Ongoing	Ongoing	Ongoing	Ongoing
4.3	To select Junior and Senior representative teams	Selection Committee	Ongoing	Ongoing	Ongoing	Ongoing
4.4	Introduce a framework for talent identification and development	International Performance Committee	Ongoing	Ongoing	Target date	Review
4.5	Prepare funding bid for Commonwealth Games 2014	Board	-	-	Prepare Bid	Target date

Objective 5:

To nurture the relationships with other bodies who have an important influence on Bowls in particular and sport in general

	KPI	Responsible	2009	2010	2011	2012
5.1	English Umpires Association (Bowls)	Board	Ongoing	Review	Ongoing	Ongoing
5.2	World Bowls Ltd	Board	Ongoing	Ongoing	Ongoing	Ongoing
5.3	Other Bowls National Governing Bodies & Bowls / Sporting Organisations	Board	Ongoing	Ongoing	Ongoing	Ongoing
5.4	Government Agencies	Board	Ongoing	Ongoing	Ongoing	Ongoing
5.5	Commercial Sponsors, Bowls Funding Organisations and the Media	Board	Target date	Review	Ongoing	Ongoing