



## MINUTES

**TITLE OF MEETING:** Board Meeting  
**DATE AND TIME:** Wednesday 15<sup>th</sup> July 2020 – 5pm  
**LOCATION:** Virtual Meeting

	Action	Target
<b>1. Welcome and Apologies</b> The Chair welcomed all present to the meeting. There were no apologies of absence.		
<b>In Attendance</b> Board Chair: David Tucker (Chair) Director of Coaching: Mal Evans (COA) Director of Competitive Events: Margaret Docherty (COM) Director of Development: Adam Tanner (DEV) Director of Governance: Foster Johnson (GOV) Director of Finance: Stephen Hemsley (FIN) Independent Director: Dr Anna Molony (IND) Independent Director – Marketing & Communications: Harry Nijjar (MAR) Bowls England 2020 President: Paul Robson (PRE) Chief Executive: Jon Cockcroft (CE) Business Services Manager: Penny Maguire (BSM) Operational Services Manager: Alistair Hollis (OSM)		
<b>3. Minutes of Board Meeting held on 3<sup>rd</sup> June 2020</b>		
<b>Accuracy</b>		
It was <b>RESOLVED:</b>		
a. The Minutes of the Board Meeting held on Wednesday 3 <sup>rd</sup> June 2020 be signed as a true and correct record.	<b>CHAIR</b>	<b>15.07.20</b>
There were no matters arising.		
<b>4. Operational Report</b>		
The CE had circulated his Operational Report in advance of the meeting and these key items, following discussion, were noted:		
<b>International Sport</b>		
<b>BIWBC International Series</b> The future format of the BIWBC International Series is being debated by the five member nations. Alongside a proposal from Bowls Scotland, Bowls	<b>CE</b>	<b>16.07.20</b>

England has presented an outline proposal that it believes would provide the ideal platform to prepare players for Commonwealth Games and World Championships, provide an effective means for talent identification, deliver against our value in gender equality and develop a product that could grow commercially. A further BIWBC discussion meeting is planned for Thursday 16<sup>th</sup> July.

### ***Commonwealth Games***

A decision on Bowls England’s submission to Sport England for funding in support of its Preparation Programme is expected shortly. **CE 31.07.20**

Warwick District Council had provided a recent update on the greens improvement programme at Victoria Park. It is expected that work on A and B Green will commence towards the end of the current season. **CE 31.07.20**

### **Governance**

#### ***Governance Working Party***

Terms of Reference had been agreed for the Governance Working Party alongside a job description for members of the group. Initial discussions with Sport England have indicated that Bowls England should be aiming to achieve the highest possible standard (Tier 3). The Working Party will seek to include a diverse range of members, including some drawn from outside the sport. **GOV 31.07.20**

#### ***Safeguarding***

Safeguarding Bowls, of which Bowls England is a key partner, is assessed annually by the NSPCC to ensure that its policies and procedures create a safe sporting environment for children and young people and protect them from harm. The NSPCC completed its annual review recently and Safeguarding Bowls was awarded the highest possible rating. An Action Plan has been developed that requires all Safeguarding Bowls NGB partners to further improve consultation with young players and their parents. **OSM 30.09.20**

#### ***Disciplinary***

An initial review of the current suspension of disciplinary hearings has been undertaken. Disciplinary processes will be reinstated from 1st August 2020, subject to government guidance on meetings at that date, as follows: **OSM 01.08.20**

1. Where the evidence submitted by written statements prior to a Disciplinary Hearing or prior to an Appeal Re-Hearing is accepted by all parties and in cases of Appeal Review Hearings, these to be undertaken virtually until further notice
2. In cases of Disciplinary Hearings and Appeal Re-Hearings where the written evidence is not accepted by all parties, those hearings will be deferred and a further review will be carried out on 1st September 2020

#### ***County Meetings***

CE has met virtually with 34 of the 35 county associations. Discussions were productive and resulted in a number of clear themes. These will form **CE 31.08.20**

the basis of a series of group sessions planned for August and September, which will help inform the BE Strategy.

#### ***Disability Bowls England***

CE has met with the Chair of Disability Bowls England. Further discussions are to be arranged to see how Bowls England and Disability Bowls England can work more closely towards our shared objectives.

**CE 31.07.20**

### **Marketing and Communications**

#### ***Podcasts***

Three podcasts are due for release shortly, featuring World Bowls President John Bell, leading umpire Allan Thornhill and CE. The CE podcast provides an opportunity for CE to 'meet' members and share his early reflections.

**MAR 24.07.20**

#### ***Brand Strategy***

Initial work on the Brand of the Sport – bowls' purpose, brand promise, values and points of difference from its competitors – has started. Wider consultation will be undertaken with players, clubs and county associations. This work will lay the foundations for the way Bowls England position and promote the sport with a common, unifying voice.

**CE 30.09.20**

#### ***CRM Strategy***

Initial work to identify the different audiences, their motivations and critical factors for Bowls England to get right to ensure they are happy, stay in the sport and advocate it to others has been undertaken. This work will help inform how we develop our services to members.

**CE 30.09.20**

#### ***Father's Day Content***

A campaign to celebrate Father's Day was developed and included interviews, media clips and personal stories from individual members to demonstrate the inter-generational nature of the sport. Weekend figures were generally higher with one post having a reach of more than 11,000.

### **DEVELOPMENT**

#### ***Webinars***

The webinar programme continues to evolve to cover topics highlighted by clubs in Bowls England's Covid-19 survey. Two new sessions are planned – one focussing on communications and the other legal issues. A funding webinar had also been organised in conjunction with Bowls England's Funding Portal provider. All webinars will be made available on the Bowls England You Tube channel.

**DEV 31.07.20**

#### ***Recruitment and Retention***

Bowls England is working in conjunction with the Bowls Development Alliance to identify what additional assistance is required to help clubs to reopen this summer. In addition, work on a joint marketing campaign is progressing, with a particular focus on encouraging current members to take a friend or family member down to their club.

**CE 31.07.20**

### ***Covid-19***

The Government's latest raft of changes came into force on Saturday 4th July. Of primary interest to the sport was the easing of restrictions for bars and (to a lesser degree) restaurants. Bowls England continue to provide updated guidance to clubs and county associations at the earliest opportunity as/when Government guidance becomes available.

**OSM 24.07.20**

## **COACHING**

### ***Safeguarding Bowls***

Coach Bowls has been able to offer new safeguarding courses online during the pandemic. Each course lasts 3 hours and so far 8 have been completed, with a further 8 projected. The take up has been exceptional with every course to date being filled completely. Feedback scores have consistently hit 5 out of 5 and therefore due to their success it is anticipated that they will remain online in the future.

**COA 31.08.20**

### ***Continuous Professional Development (CPD)***

Coach Bowls is keen to provide further benefits to its members and is currently investigating online CPD sessions. They will be made available as soon as the content is agreed.

**COA 31.08.20**

## **FINANCE AND COMMERCIAL**

### ***World Bowls***

World Bowls has agreed to a 50 per cent discount in Bowls England's annual affiliation fee, which will deliver circa £20,000 savings in the next financial year.

**CE 30.09.20**

## **STAFF TEAM**

### ***Customer Service***

The Bowls England offices at Riverside House are not expected to open to staff in 2020. Additional mobile phones have been purchased so that all staff can work remotely. Customer services has been linked to work programmes so e-mails and calls go direct to the relevant staff member, with all calls and e-mails monitored.

**OSM 17.07.20**

### ***Penny Maguire (BSM)***

CE and BSM has been discussing her continuing to work for Bowls England in a part time, finance-focussed role for a fixed term after her intended retirement at the end of the 2020. This will help manage the transition as we recruit for her replacement.

**CE 30.09.20**

It was **RESOLVED:**

- a. To accept the Operational Report prepared by CE and support the actions/recommendations contained within

## **5. Management Accounts**

The BSM had circulated the Management Accounts in advance of the meeting and the following key items, following discussion, were noted:

**CE 24.07.20**

The accounts are tracking in line with Bowls England's Covid-19 budget that forecasts a deficit of £672,668.

FIN, CE and BSM are undertaking analysis of finances to appreciate the financial position of core business functions once staff time is included.

The budget for 2020/21 will be considered in line with discussions on membership fees and competition entry fees for 2021, the outcome of the Sport England funding submission and strategic priorities.

Club Loans have been repaid to date in accordance with repayment schedules, including one club that had repaid its balance in full.

## 6. Policies Review

The Management, Audit and Review Committee (MAR) had undertaken a review of all current Bowls England policies in order to support future work towards compliance with Sport England's Tier 3 Governance Code. A full report had been circulated in advance of the meeting.

It was **RESOLVED**:

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|--|-----------|-----------------|
| a. To support the proposed categorisation of required policies according to level of importance  | <b>CE</b> | <b>31.07.20</b> |
| b. To ensure all documents on the Bowls England website include the version number, review date and changes since the last version   |           |                 |
| c. To amend the 'Anti-Bullying Policy' to 'Anti-Bullying Statement'  |           |                 |
| d. To approve individual policy development to a Director and staff member, with the relevant Director responsible for review and update   |           |                 |
| e. To update the MAR Terms of Reference to include wording corresponding to Bowls England Article 85 (mechanism for removal of Directors)  |           |                 |
| f. CE will provide the Board with a priority order for updating all policies based on benefit/risk and an assessment of time required to update. The staff team will action the operational recommendations. |           |                 |

## 7. Strategy Development Roadmap

A clear strategy will provide clarity and consistency around where Bowls England is heading and how it plans to get there. The CE had circulated a Strategy Development Roadmap in advance of the meeting. This included a period of consultation with all key stakeholders, strategy development in conjunction with the board, resource and budget planning, launch, implementation and evaluation. The Bowls England strategy is set to be launched early in 2021.

The following key items, after discussion, were noted:

1. The development of a strategy and operational plan is important to our long-term success;

2. There is a great deal of passion and energy invested into our sport at every level but we'd benefit from more focus;
3. Clarity and consistency around where we are heading and how we plan to get there will help motivate and align our sport;
4. Consultation with players, clubs and county associations will be crucial to shaping the strategy;
5. Regular review of the strategy is necessary to ensure that it is continuing to deliver for all stakeholders

It was **RESOLVED:**

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|---|-----------|-----------------|
| <ol style="list-style-type: none"> <li>a. To support the Strategy Development Roadmap, including planned consultation activity, as circulated</li> <li>b. To approve a budget of £12,000 over a four-year period in support of this work</li> </ol> | <b>CE</b> | <b>31.07.20</b> |
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## **8. Membership and Competitive Events 2020/21**

Following discussions with Several County Associations, Bowls England tabled a discussion on how they should handle the process for the collection of Affiliation Fees and National Championship entries for the 2021 season. The OSM had had circulated a report in advance of the meeting to provide background to the Board.

After discussion, the following key items were noted:

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|---|------------|-----------------|
| <ol style="list-style-type: none"> <li>1. Clubs and County Associations require clear guidance on the collection and payment of all affiliation and entry fees for the 2021 season</li> <li>2. It is important to be cognizant of the unprecedented circumstances, develop a plan that works for all parties and, ultimately, enables County Associations and Bowls England to understand the numbers of people playing in our clubs in the 2021 season</li> <li>3. There is an opportunity to consider how we can use this period to reduce the administrative burden for clubs and county associations by automating the collection of more of the Affiliation Fees and Entry Fees</li> </ol> | <b>OSM</b> | <b>24.07.20</b> |
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It was **RESOLVED:**

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|---|------------|-----------------|
| <ol style="list-style-type: none"> <li>a. To consult a cross-section of counties and clubs</li> <li>b. To prepare a further paper for decision by the Board at its next meeting on Wednesday 29<sup>th</sup> July 2020</li> </ol> | <b>OSM</b> | <b>31.07.20</b> |
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## **9. Future Board Meetings**

The Chair and CE had conducted a review of Board Meetings in order to maximize their effectiveness and efficiency. A proposal had been circulated in advance of the meeting. After discussion, the following key items were noted:

- a. Meetings will focus on the most critical items aligned to strategic priorities
- b. Board papers will be prepared and circulated well in advance of all meetings
- c. A blended approach of virtual and face-to-face meetings (subject to Covid-19 restrictions) will be adopted during the operational year starting 1<sup>st</sup> October annually

It was **RESOLVED**:

- a. To support the proposal for future Board Meetings as circulated **CE 17.07.20**

**10. Any Other Notified Business**

There were no other items of business.

**11. Date and time of next meeting**

Wednesday 29<sup>th</sup> July – 5pm (Virtual) **CE 27.07.20**

Meeting closed: 6.25pm