



# National Development Strategy 2025 - 2030

The National Development Strategy  
Document for the British Crown Green  
Bowling Association. Moving the Sport  
Forwards into the Modern Landscape.

## **Introduction**

For many years the sport of crown green bowls has started to see a steady decline since its height of popularity in the late 20<sup>th</sup> Century. This decline in popularity, since the 1980's, can be attributed to several factors.

During the 1980s, crown green bowls was a widely enjoyed sport, however, an aging demographic of players has impacted this. As older generations, who were avid players, have aged, there has been a lack of younger players taking up the sport.

Another contributing factor is the rise of alternative leisure activities. With the advent of digital entertainment, such as video games and streaming services, younger generations have more options for how they spend their free time. This shift in leisure preferences has drawn potential new players away from traditional sports like crown green bowls.

Additionally, the maintenance of bowling greens and facilities can be costly. Many clubs have struggled with funding and upkeep, leading to the closure of some venues. This reduction in available facilities has made it more challenging for people to find places to play and to be introduced to the sport.

Whilst acknowledging this, there is still as much demand, if not more, for people to be able to play the sport. We have seen in recent years, the growth in participation numbers within pockets of our Associations, and we need to build on the development work that has started.

As a sport, we need to break down the stereotype that the sport is there for 'older people' – the image needs modernising to enable us to attract a new audience. When you review our demographics, whilst grassroots Clubs have a predominantly older membership, the competitive aspect of our sport is much younger. As an Association, our challenge is to support our Clubs in developing their membership with this younger demographic.

The BCGBA has identified the lack of a National Development Strategy as a key priority in enabling us to grow participation and support our member Clubs and Associations. This strategy document will be updated on a regular basis to allow us to adapt to an ever-changing modern landscape and will be reviewed annually.

Our key aims are identified throughout the following pages and are supported by our '8 Point Development Plan'. By working collaboratively as a sport, we can sow the seeds of growth and start to see a return in popularity for many years to come.

# **BCGBA Board**

## **Objectives of the British Crown Green Bowling Association**

The objects of the Association, as set out in the Bye-Laws, are to promote, organise, develop and govern the sport of crown green bowling. The summary below encompasses these objectives and challenges that we face.

### **Promotion of Crown Green Bowling**

- **Enhance BCGBA's Image** - Address the perception issues by increasing transparency and communication with grassroots members.
- **Boost Sponsorship** - Research and pursue new sponsorship opportunities at all levels.

### **Organisation of Crown Green Bowling**

- **Develop Non-Elite Competitions** - Create more opportunities for Club-level bowlers to compete within a national framework.
- **Financial Review of Competitions** - Analyse and adjust the financial management of national competitions to achieve a sustainable balance.

### **Development of Crown Green Bowling**

- **Create a Development Plan** - Allocate resources effectively by drafting a detailed plan for investment in development projects.
- **Recruit County Development Officers** - Ensure that every affiliated County has an active County Development Officer in place. Consider hiring a dedicated National Development Officer to lead and manage development initiatives.

### **Governance of Crown Green Bowling**

- **Progress to Tier 3 Governance** - Aim to elevate the BCGBA Board governance from Tier 1 to Tier 3, enhancing management and funding opportunities.
- **Maintain Transparency** - Keep members informed about governance structures and changes.

### **Financial Framework**

- **Establish a Reviewed Budget** - Formulate a self-sufficient budget that aligns with the strategic needs and is reviewed periodically.

### **Operational Committees**

- **Establish Sub-Committees for Strategic Aims** - Set up Sub-Committees to focus on specific aims, report progress, and assess financial implications.

This strategic outline aims to address the core areas of concern and growth for the BCGBA. It is designed to be dynamic, allowing for adjustments as the Association evolves and new opportunities arise. Implementing these strategies will require collaboration among Board members, Officers, and the

broader bowling membership, to ensure that the objectives are met, and crown green bowling continues to develop as a sport.



## Geographic Regions Within BCGBA

The British Crown Green Bowling Association serves as the governing body for crown green bowls. Our membership encompasses 14 geographical County Associations, 2 National Associations, and 2 additional 'partner' Associations:

- Cumbria
- Staffordshire
- Derbyshire
- Lancashire
- Warwick & Worcester
- Potteries
- North Lancs & Fylde
- Wales
- British Parks
- Greater Manchester
- Merseyside
- Yorkshire
- Cheshire
- South Yorkshire
- North Midlands
- Shropshire
- Isle of Man
- Federation of Bowls

Also falling within the BCGBA administration are the 'Non-Merged' Ladies Associations. These are Associations that are run independently of the above County administrations and are:

- Lancashire Ladies
- Staffordshire Ladies
- North Midlands Ladies
- Derbyshire Ladies
- Shropshire Ladies
- Greater Manchester Ladies
- Burton & District Ladies
- Dudley & District Ladies
- Mid-Cheshire Ladies
- North Shropshire Ladies

As the BCGBA, we currently boast approximately 2,000 affiliated clubs, with a collective membership of around 75,000 bowlers. Our objective over the next five years is to promote crown green bowls extensively, attracting both new participants and retaining existing ones, thus fostering growth as a sport.

In addition to this, we want to support Clubs to develop into a modern, ever-changing landscape, by educating them around governance, safeguarding and the required operational legislation within Clubs.

Through these efforts, we aim to bolster our Clubs for the long term, while expanding participation across all age demographics nationwide.



## What Resources are Currently Available to BCGBA

The British Crown Green Bowling Association (BCGBA) has the following resources available to support development initiatives. It must be remembered that whilst the Association does employ a small number of part-time employees, much of the Association's work is done on a voluntary basis. The resources available include:

1. **Bowls Development Alliance (BDA)** - The BDA currently provides support for BCGBA with regards to governance and Club & Community Development Officers (part-time). In addition, the BDA also offers various resources, including safeguarding policies, guidelines, templates, and educational tools to help Clubs develop and grow.
2. **National Development Officer** - A National Development Officer could play a key role in strategising and implementing development plans across the Counties. This role has currently been unoccupied for five years but could potentially be recruited if funding can be secured.
3. **County Development Officers** - Officers at the County level can focus on local development needs, ensuring that initiatives are tailored to the specific requirements of their areas. At present, less than half of County Associations have an active CDO within their team, and this is something that needs addressing as a matter of urgency.
4. **Development Funding** - While funds may be limited, strategic use of available finances can support key development areas. Seeking additional funding through grants, memberships, sponsorships, or partnerships can also be explored.
5. **Contacts/Networking** - Building a network of contacts within the sport, and related organisations, can facilitate partnerships and collaborative opportunities.

By leveraging, and urgently improving these resources, the BCGBA can work towards achieving its development goals, enhancing the sport's profile, and increasing participation at all levels.

## **Bowls Development Alliance**

The Bowls Development Alliance (BDA) is a partnership organisation with a core purpose to sustain, grow and develop the sport in partnership with the bowls family’.

Created by the Sport’s National Governing Bodies to channel Sport England investment into the sport, the Bowls Development Alliance’s primary goal is to increase participation in bowls whilst ensuring the sport is inclusive and accessible for all. It champions collaborative working across the sport, and it works to develop NGB-affiliated Clubs, and their volunteers, safeguard participants and share best practice.

Sport England has recently unveiled its new strategy “Uniting the Movement”. It is a critical time for the sport of bowls to articulate its contribution to boosting activity levels across the country and helping people realise the physical and mental benefits of playing sport.

BCGBA rejoined the BDA’s network in 2018 and is looking forward to working closely with our cross-code partners to develop a new, shared vision for growing participation in the sport.

The BDA has four key strategic targets that run alongside a set of values:

- Build Partnerships and Communities
- Educate and Empower
- Diversify and Innovate
- Sustain and Grow
- PRIDE Values



### **Build Partnerships and Communities**

Ensure their role in the bowls family preserves the important connection with both partners and key stakeholders, through the continuation of shared goals and objectives, aligning to the organisation’s vision of transforming bowls into an accessible sport for all.



### **What they will do:**

- Nurture partnerships.
- Build new communities.
- Use data and insight.
- Broaden their network.

### **Educate and Empower**

Increase the impact they have on tackling inequalities through a more connected and educated volunteer workforce who fully support their efforts at a local level and who represent a younger, more diverse group of people, ensuring the sport has sustainability into the future.

### **What they will do:**

- Educate the workforce.
- Champion good Governance.
- Promote a safer sport.
- Empower volunteers.

### **Diversify and Innovate**

Continue to take the lead on driving inclusion with the view to improving the culture of our sport through more inclusive and innovative practices on the ground, linking into the whole sport inclusion strategy.

### **What they will do:**

- Change perceptions.
- Improve the culture.
- Support our Clubs.
- Raise awareness through events.

### **Sustain and Grow**

Ensure they have tried and tested sustainability plans in place to recruit and retain volunteers and grow participation at our Clubs, working closely with their wider network to broaden reach and influence.

### **What we will do:**

- Connect with Health and Wellbeing.
- Encourage new volunteers.
- Deliver new programmes and products.
- Continue to learn and develop.

## **Pride Values**

- Passionate
- Responsible
- Impartial
- Diverse
- Empowering

### **Passionate**

We see firsthand the positive impact of sport on people's lives and we aim to inspire others with our passion for bowls.

### **Responsible**

We are responsible and accountable for the investment we receive and commit to working collaboratively across the sport to maximise our impact. We have a responsibility to support the sustainability of our sport so bowls can be enjoyed for generations to come.

### **Impartial**

Professional and courteous at all times, we are always impartial and make sure to treat all our partners and customers equally.

### **Diverse**

We are committed to making the sport accessible to all, regardless of ability, gender, ethnicity, age, or background. We strive to achieve diversity and ensure fair representation across our organisation.

### **Empowering**

We will empower clubs and their members to achieve their full potential by giving them the necessary tools and advice to thrive.

The Bowls Development Alliance employs a network of Club Development Officers to support all codes of bowls. Club development is at the heart of everything done at the BDA, and they offer support, and advice, on a wide range of topics to help bowls Clubs develop and grow into the most successful, sustainable Club they can be.

From their abundance of useful resources and educational tools to help Clubs get started, to this dynamic team of Club & Community Development Officers who are able to offer more bespoke and personalised advice. Our strategic partnership with the Bowls Development Alliance is one that will help all County Associations, and Clubs, to deliver our aims and objectives.



## What Does Success Look Like?

Success within this National Development Strategy can be defined, and measured, by several key performance indicators (KPIs) that reflect growth and sustainability within the sport. Below is a breakdown of some key metrics of what success looks like in measurable terms:

1. **Growth in Net Participation** - An increase in the overall number of individuals actively participating in crown green bowling activities and competitions.
2. **Demographic Growth in Key Age Groups** - A rise in participation rates among targeted age demographics, particularly those identified as having the highest potential for growth, such as juniors and over 35's.
3. **Growth in Male/Female Split** - A more balanced male-to-female ratio among participants, indicating successful outreach and engagement with both genders.
4. **Reduction in Number of Clubs Ceasing to be Active** - A decrease in the rate at which Clubs disband or become inactive, suggesting improved Club health and sustainability.
5. **Increase in Club Memberships** - A significant uptake in the number of registered members across clubs, reflecting heightened interest and commitment to the sport.

These KPIs serve as vital benchmarks to evaluate the effectiveness of the National Development Strategy and guide future efforts. Regular monitoring and reporting on these metrics will help the BCGBA to be able to track progress, identify areas for improvement, and celebrate successes in our strategic initiatives. These measures are 'headline' measures only and are by no means exhaustive. As we outline the specifics of the strategy within this document, each section will have additional KPI's which will be reviewed on a regular basis and reported on within an Annual Development Report.

## Key Target Audiences

To streamline our efforts for advancing the sport's growth, during the next five years we will concentrate on specific age demographics, and explore additional promising opportunities:

### **Targeted Age Demographics:**

**Juniors (6 to 18 years of age):** We will focus on introducing young individuals within this age range to the sport. By nurturing their interest and passion for bowls, we aim to create a lifelong connection.

**Over 35 years:** Recognising the potential of this demographic, we will tailor our efforts to engage and expand participation among individuals aged 35 and above. Understanding their interests and needs will be crucial in achieving this goal.

**Newly Retired:** We will provide a welcoming avenue for those entering retirement. The enriching experience of bowls can offer a fulfilling recreational activity during this phase of life and can be played to whatever level of competition that the individual desires.

### **Additional Promising Opportunities:**

**Community Groups (e.g., Women's Institute):** Collaborating with community organisations, such as the Women's Institute, we will promote bowls as a social and recreational activity. This approach fosters community cohesion and engagement.

**Bowls 4 Health and NHS Social Prescribing:** Partnering with health-focused initiatives like 'Bowls 4 Health' and NHS Social Prescribing, we will leverage the therapeutic benefits of bowls. This includes promoting physical and mental well-being, encouraging healthier lifestyles, etc....

**Disability and Inclusion Programs:** We are committed to creating inclusive programs and accessible facilities. Individuals with disabilities should have equal opportunities to participate in the sport, fostering a sense of belonging and empowerment.

**Embracing Ethnic Diversity:** Actively reaching out to ethnically diverse communities, we will promote bowls as a sport for all. Celebrating cultural diversity within the bowls community enriches our collective experience.

By implementing this strategy, we aim to propel the growth of bowls and create a vibrant and inclusive community of players.

Let's establish the key performance indicators (KPIs) to measure the success of our development strategy for advancing the growth of the sport of bowls:

### **Junior Participation Rate:**

**KPI:** Percentage (and numerical) increase in the number of juniors (aged 6 to 18) actively participating in bowls each year.

**Measurement:** Regular tracking of net junior membership registrations, participation in junior tournaments, and engagement in junior-focused events.

### **Over 35's Participation Rate:**

**KPI:** Percentage (and numerical) increase in the number of 35-60 year old adults actively participating in bowls each year.

**Measurement:** Regular tracking of net age-demographic membership registrations.

### **Newly Retired Engagement Index:**

**KPI:** A composite index measuring the numbers, level of engagement and satisfaction among newly retired individuals participating in bowls.

**Measurement:** Numbers of new bowler registrations. This will be measured alongside surveys, focus groups, and qualitative feedback to understand their experience and gauge their levels of participation.

### **Community Group Collaborations:**

**KPI:** Number of successful collaborations with community groups (e.g., Women's Institute) to promote bowls.

**Measurement:** Tracking the establishment of partnerships, joint events, and community outreach initiatives. This will also include, where possible, a numerical outcome of new bowler registrations directly linked to such projects.

### **Health and Wellbeing Impact:**

**KPI:** Improvement in physical and mental well-being among participants engaged in bowls.

**Measurement:** Pre- and post-participation health assessments, testimonials, and case studies. These will be measured through the 'Bowls 4 Health' projects.

### **Accessibility and Inclusion Metrics:**

**KPI:** Increasing the number of accessible facilities and programs catering to individuals with disabilities.

**Measurement:** Regular tracking of Club engagement, alongside feedback from participants with disabilities concerning adjustments based on their needs.

### **Ethnic Diversity Engagement:**

**KPI:** Participation rate of ethnically diverse communities in bowls activities.

**Measurement:** Numerical tracking of bowler registrations, alongside outreach efforts, community events, and tracking the diversity of participants.

Remember, these KPI's are not exhaustive but will guide our progress and help us adapt our strategy as needed.



## Junior Development for Growth

To increase junior participation in the sport of bowls, we propose a comprehensive strategy that engages schools, families, and the wider community. By implementing these initiatives, we aim to create an inclusive and vibrant environment that attracts, and retains, young players.

### **Strategic Initiatives:**

#### **1. School Outreach Programs:**

- **Objective:** Introduce bowls within school settings and integrate it into physical education curricula.
- **Actions:**
  - Partner with local schools to organize 'Bowls Days' with fun activities and mini competitions.
  - Provide coaching sessions during school hours to familiarise students with the sport.

#### **2. Youth Clubs and After-School Activities:**

- **Objective:** Establish dedicated bowls Clubs within existing youth and community centres.
- **Actions:**
  - Offer after-school programs with coaching sessions tailored for young people.
  - Create a welcoming and social atmosphere to encourage regular participation.

#### **3. Family-Friendly Events:**

- **Objective:** Attract families by positioning bowls as an enjoyable activity for all ages.
- **Actions:**
  - Host family-oriented events at bowls Clubs where children can play alongside parents.
  - Provide family membership options or discounts to encourage joint participation.

#### **4. Social Media Campaigns:**

- **Objective:** Leverage digital platforms to showcase the sport's appeal and engage young audiences.
- **Actions:**
  - Share success stories of junior players.
  - Run interactive campaigns, quizzes, and challenges to pique interest.



## 5. Junior Ambassadors:

- **Objective:** Empower enthusiastic junior players to become advocates for the sport.
- **Actions:**
  - Appoint junior ambassadors to promote bowls among their peers.
  - Encourage them to share their experiences and benefits of playing.

## 6. Incentives and Recognition:

- **Objective:** Motivate juniors to join and stay active in bowls.
- **Actions:**
  - Offer incentives such as free coaching sessions, equipment, or merchandise.
  - Recognise achievements through awards, certificates, and public acknowledgment.

## 7. Collaboration with Other Sports:

- **Objective:** Position bowls as a complementary cross-training activity.
- **Actions:**
  - Collaborate with other sports Clubs to introduce bowls to their members.
  - Highlight how bowls enhances skills relevant to other sports.

## Measurement of Success:

- **Participation Metrics:**
  - Track the number of junior participants in school programs, youth clubs, and family events.
  - Monitor membership growth among juniors.
- **Retention Rate:**
  - Evaluate how many juniors continue their involvement beyond initial engagement.
- **Social Media Engagement:**
  - Measure reach, likes, shares, and comments on junior-focused content.
- **Testimonials and Feedback:**
  - Collect testimonials from junior players and parents about their experience.

By implementing these initiatives and regularly assessing their impact, we can create an environment where junior players thrive, ensuring the future of the sport.

## Over-35 Opportunity

To broaden the demographic of crown green bowls by actively engaging individuals over 35 years of age, will not only develop this demographic, but will help support the strategies around other key age groups. Over 35's will enable us to foster a diverse and sustainable participant base, whilst being able to nurture competition for those that want it.

### Strategic Initiatives:

#### 1. Pathways for Over 35's:

- **Objective:** Create tailored entry points for individuals over 35 to discover and integrate into crown green bowls.
- **Actions:**
  - Develop programs that highlight the sport's family-friendly aspects.
  - Offer introductory sessions that cater to the interests and schedules of this demographic.

#### 2. Partnerships with Other Sports Clubs:

- **Objective:** Leverage existing sports communities to introduce crown green bowls as a viable post-career activity.
- **Actions:**
  - Form alliances with football and cricket clubs to facilitate cross-sport participation.
  - Organize joint events to showcase the sport to retiring athletes.

#### 3. Local Business Engagement:

- **Objective:** Utilize local businesses as platforms for promoting crown green bowls.
- **Actions:**
  - Conduct workplace-based coaching and team-building events centred on bowls.
  - Collaborate with businesses for club membership drives and promotional activities.

#### 4. Enhanced Advertising and Awareness:

- **Objective:** Amplify the sport's visibility and appeal through targeted advertising campaigns.
- **Actions:**
  - Utilize social media and a modernized website to reach a broader audience.

- Dispel stereotypes and present bowls as an inclusive and engaging sport.

#### 5. Trial Session Opportunities:

- **Objective:** Offer accessible 'try-it' experiences in familiar public settings.
- **Actions:**
  - Set up trial areas in shopping centres and supermarkets.
  - Provide hands-on guidance to encourage interest and participation.

#### 6. Club Finder Tool Implementation:

- **Objective:** Simplify the process of finding local clubs for interested individuals.
- **Actions:**
  - Introduce a user-friendly 'Club Finder' feature on the website.
  - Promote the tool through various channels to ensure widespread awareness.

#### 7. Promotional Support for Clubs:

- **Objective:** Equip clubs with the resources needed to engage their local communities effectively.
- **Actions:**
  - Distribute promotional materials to clubs.
  - Offer support in organising community outreach events.

#### Success Metrics:

- **Increased Participation:** Track the number of individuals over 35 joining clubs and participating in events.
- **Club Growth:** Monitor the rise in club memberships and active participation rates.
- **Community Feedback:** Gather testimonials and feedback from new participants and local businesses.

By executing these strategies with a focus on inclusivity and community engagement, we aim to enrich the crown green bowls landscape with a vibrant mix of participants, ensuring the sport's growth and longevity.

## Newly Retired Opportunities

To harness the potential of newly retired individuals and enhance Club activities and membership, crown green bowling Clubs should strategically engage this demographic. Their active participation can significantly contribute to the vitality and sustainability of the sport.

### **Strategic Initiatives:**

#### **1. Promotion of Clubs Within Local Communities**

- **Objective:** Promote the appeal of the sport, Club and membership within the local community.
- **Actions:**
  - Highlight the benefits of the sport – health, social, etc...
  - Support Clubs with social media/marketing training

#### **2. Collaboration with U3A (University of the Third Age):**

- **Objective:** Introduce bowls within U3A groups and raise awareness of local clubs and facilities.
- **Actions:**
  - Partner with U3A to organize joint events, workshops, and awareness campaigns.
  - Leverage the U3A network to encourage participation in bowls activities.

#### **3. Promotion of Engaging Initiatives:**

- **Objective:** Create enjoyable experiences for newly retired individuals.
- **Actions:**
  - **“Bowl and a Brew”:** Host casual bowling sessions combined with socializing over refreshments.
  - **“Bring a Friend”:** Encourage existing members to invite their retired friends to try the sport.

#### **4. Emphasise Social Benefits:**

- **Objective:** Position clubs as vibrant hubs for social interaction.
- **Actions:**
  - Highlight opportunities for social engagement and maintaining an active lifestyle.
  - Foster a sense of community and meaningful connections.

## 5. Strategic Partnerships:

- **Objective:** Collaborate with relevant organisations to enhance outreach.
- **Actions:**
  - Partner with the British Heart Foundation and Age Concern.
  - Leverage their networks to attract newly retired individuals.

### Measurement of Success:

- **Participation Metrics:**
  - Track the number of newly retired individuals attending U3A joint events and Club sessions.
  - Monitor membership growth among this demographic.
- **Social Impact:**
  - Gather testimonials from participants about the social benefits experienced.
  - Assess the sense of community and camaraderie within clubs.
- **Strategic Partnerships:**
  - Evaluate the depth of collaboration with external organizations.
  - Measure the impact of joint initiatives on club engagement.

By implementing these initiatives and regularly assessing their impact, we can create an environment where newly retired individuals find purpose, connection, and enjoyment in crown green bowling, contributing to the sport's long-term success.



## Inter-Generational Ideas

Incorporating inter-generational elements into crown green bowling events can significantly enhance community engagement and foster connections across different age groups. Here are some strategies that we will consider:

### 1. Inter-Generational Teams:

- **Objective:** To encourage inter-generational cohesion and longevity for Clubs.
- **Action:** Organise competitions where teams are made up of players from different generations, such as grandparents with grandchildren, or pairing youth with seniors.
- **Benefit:** Promotes teamwork and understanding across ages.

### 2. Family Bowling Days:

- **Objective:** To develop junior participation through family connections.
- **Action:** Host special events dedicated to families, encouraging them to play together.
- **Benefit:** Strengthens family bonds and introduces the sport to all family members.

### 3. Mentorship Programs:

- **Objective:** To utilise experience from established members
- **Action:** Establish mentorship schemes where experienced older players coach and guide younger participants.
- **Benefit:** Facilitates skill transfer and creates a sense of legacy.

### 4. Storytelling Sessions:

- **Objective:** Develop the legacy and history of the sport.
- **Action:** Include sessions where older players share stories of their experiences and history of the sport.
- **Benefit:** Preserves the cultural heritage of crown green bowls.

### 5. Inter-Generational Workshops:

- **Objective:** To enable experienced bowlers to help to develop the landscape of the sport moving forwards.
- **Action:** Offer workshops that focus on skills beneficial for all ages, such as strategy, teamwork, and communication.
- **Benefit:** Encourages learning and collaboration between generations.

## 6. Social Mixers:

- **Objective:** To develop a Club into a 'Community Hub' enabling growth of participation.
- **Action:** Create events that combine bowling with social activities, like shared meals or entertainment.
- **Benefit:** Provides a relaxed atmosphere for inter-generational mingling.

## 7. Volunteer Opportunities:

- **Objective:** To develop a culture of volunteering within a Club.
- **Action:** Encourage different age groups to volunteer together at events, fostering a sense of community service.
- **Benefit:** Builds a collaborative spirit and shared purpose.

## 8. Adaptive Bowling Options:

- **Objective:** To give opportunities for all ages to participate fully within the sport.
- **Action:** Offer adaptive bowling equipment and rules to accommodate all ages and abilities.
- **Benefit:** Ensures inclusivity and allows everyone to participate on an equal footing.

By implementing these strategies, crown green bowling events can become a hub for inter-generational engagement, enriching the community and promoting the sport to a wider audience.

There is also the wider benefit that by developing across generations, parents are more likely to take up the sport with their children, grand-parents with their grand-children, etc... By utilising this strategy, we believe that we can access an additional route into junior development.

## Working With Community Groups

To encourage additional participation in crown green bowls, we will collaborate with community groups and organizations. Our focus is on inclusivity, health promotion, and accessibility. Here's our development strategy:

### 1. Collaboration with Women's Institute (WI) Groups:

- **Objective:** Engage women of all ages in crown green bowls.
- **Actions:**
  - Partner with local WI branches to organize events, workshops, and outreach programs.
  - Highlight the social and health benefits of participating in the sport.
  - Encourage WI members to explore crown green bowls.

### 2. Promotion of Ladies Bowling Sessions:

- **Objective:** Create targeted sessions for women.
- **Actions:**
  - Coordinate with Ladies sections of County Associations.
  - Align sessions with national campaigns like 'This Girl Can' and 'Women Can'.
  - Provide coaching and support tailored to women's needs.

### 3. Engagement with Health Associations:

- **Objective:** Leverage health-focused organizations to promote bowls.
- **Actions:**
  - Collaborate with Stroke Association, Help the Aged, and other health groups.
  - Organise health-awareness events at clubs.
  - Emphasise the physical and mental well-being benefits of playing bowls.

### 4. Partnerships with Health Initiatives:

- **Objective:** Integrate bowls into health programs.
- **Actions:**
  - Partner with Bowls 4 Health and NHS Social Prescribing.
  - Develop programs that align with health objectives.
  - Promote bowls as a therapeutic and social activity.



## 5. Improving Accessibility for Participants with Disabilities:

- **Objective:** Ensure inclusivity for all.
- **Actions:**
  - Train coaches in inclusive practices through Coach Bowls modules.
  - Adapt facilities to accommodate participants with disabilities.
  - Foster a welcoming environment within clubs.

### Measurement of Success:

- **Participation Metrics:**
  - Track the number of women and individuals with disabilities joining sessions.
  - Monitor attendance at health-related events.
- **Community Feedback:**
  - Gather testimonials from participants about their experiences.
  - Assess the impact of partnerships on community engagement.

By implementing these strategies, we aim to create a vibrant and diverse crown green bowls community, where everyone feels welcome and supported.



## Inclusion and Disability

To cultivate an inclusive environment within crown green bowls, that supports and empowers individuals with disabilities and additional needs, will require significant investment – but it is investment that we need to source. By doing so, we can open up the sport to a whole new sector of the population.

### **Strategic Initiatives:**

#### **1. Awareness and Equipment Provision:**

- **Objective:** Enhance understanding and availability of specialized equipment.
- **Actions:**
  - Conduct awareness campaigns to educate clubs and participants.
  - Offer guidance on the use of specialized equipment to facilitate participation.

#### **2. Club Equipment and Participant Support:**

- **Objective:** Equip Clubs with the necessary tools and knowledge.
- **Actions:**
  - Provide training on the 'Laws of the Game' concerning additional aids.
  - Support clubs in adopting inclusive practices and fair play measures.

#### **3. Funding Acquisition for Equipment:**

- **Objective:** Alleviate the financial burden of acquiring specialised equipment.
- **Actions:**
  - Seek grants and sponsorships.
  - Collaborate with funding organisations to support equipment purchases.

#### **4. Partnerships with Development Organisations:**

- **Objective:** Ensure accessibility and inclusivity at Clubs.
- **Actions:**
  - Partner with the Bowls Development Alliance and Disability Bowls England.
  - Deliver training modules to enhance understanding of inclusive practices.

## 5. 'Have a Go Days' with Specialised Equipment Providers:

- **Objective:** Introduce the sport to individuals using specialised equipment.
- **Actions:**
  - Organise trial events in collaboration with equipment providers.
  - Build confidence and familiarity with the equipment before purchase.

### Measurement of Success:

- **Increased Accessibility:** Monitor improvements in Club facilities and equipment availability.
- **Participant Feedback:** Collect testimonials from individuals with disabilities regarding their experiences.
- **Training Participation:** Track the number of club representatives, volunteers, and coaches attending inclusivity training.

By implementing these strategies, we aim to foster a welcoming and supportive community within crown green bowls, ensuring that the sport is enjoyable and accessible to all participants, regardless of their abilities.



## Ethnic Diversity and Inclusion

Promoting ethnic diversity and inclusion within crown green bowls is essential for creating a welcoming and equitable environment. During 2025 these KPI will not be specifically measured, but below are some strategies that can be implemented:

### 1. Education and Awareness:

- **Training Programs:** Develop training programs for players, coaches, officials, and volunteers to raise awareness about diversity, inclusion, and cultural competence. These programs can cover topics such as unconscious bias, cultural sensitivity, and respectful communication.
- **Educational Campaigns:** Launch campaigns that highlight the importance of diversity and inclusion. Use social media, website, newsletters, and community events to spread the message.

### 2. Accessible Pathways:

- **Community Engagement:** Reach out to local communities with diverse populations. Collaborate with community centres, schools, and youth organisations to introduce crown green bowls and provide accessible pathways for participation.
- **Affordability:** Address financial barriers by offering reduced fees, or equipment support for players from underrepresented backgrounds.

### 3. Inclusive Events and Facilities:

- **Cultural Celebrations:** Organise events that celebrate different cultures and traditions. Incorporate diverse food, music, and art during tournaments or club gatherings.
- **Accessible Facilities:** Ensure that facilities are accessible to everyone, regardless of their physical abilities or cultural backgrounds.

### 4. Representation and Leadership:

- **Diverse Leadership:** Encourage diverse representation at all levels of the sport. This includes promoting ethnic diversity within governing bodies, committees, and decision-making positions.
- **Role Models:** Celebrate successful athletes from diverse backgrounds. Highlight their achievements and use them as role models to inspire others.

## 5. Collaboration and Partnerships:

- **Collaborate with Other Sports:** Learn from other sports that have successfully implemented diversity and inclusion strategies. Share best practices and collaborate on joint initiatives.
- **Community Partnerships:** Partner with local organisations, schools, and community leaders to create a supportive network for diverse participants.

## 6. Data Collection and Evaluation:

- **Demographic Data:** Collect data on the ethnic composition of players, coaches, and volunteers. Use this information to track progress and identify areas for improvement.
- **Regular Assessments:** Conduct regular assessments of the effectiveness of diversity and inclusion initiatives. Adjust strategies based on feedback and outcomes.

Remember that creating a more inclusive sport requires ongoing commitment and continuous efforts. By implementing these strategies, crown green bowls can become a sport where everyone feels welcome and valued.



## Supporting Actions to Deliver Success

To enable the successful achievement of these KPI's, it is essential for the BCGBA to implement a support network of actions around the strategies. The following pages will highlight some of these key criteria that need implementing, and/or improving, within our sport, to enable us to achieve our goals.

These actions are by no means exhaustive but will start to indicate some of the key BCGBA Board priorities as we work towards changing the development landscape for crown green bowls.



## Effective Communication

Historically, communication within, and from, the BCGBA has been challenging. Good communication is essential for fostering a sense of community, sharing information, and ensuring smooth operations. This is a key area of the National Development Strategy, and one that will hopefully see a significant step forward by the end of 2025.

### 1. BCGBA Website:

- **Central Hub:** Create a user-friendly website where members can find essential information. The site should include lots of information and advice and be constantly updated.
- **Event Calendar:** Maintain an updated, national event calendar on the website to inform members of upcoming competitions and events.

### 2. Social Media Presence:

- **BCGBA Facebook:** Establish and develop a strong social media profile for the Association. This will be utilised to share photos, videos, and updates about all BCGBA activities.
- **BCGBA You-Tube:** Work to develop easy access You-Tube video content that can be viewed by a younger audience. This content could include promotional videos, coaching advice, competition highlights, and much, much more.
- **Alternative Platforms:** Review all opportunities across the social media landscape. This will include X (Twitter), TikTok, Instagram, etc...
- **Engage with Members:** Encourage members to follow the Association's social media accounts. Utilise each County and Affiliated Association to provide content to enable a much broader geographical interest across the platforms.

### 3. BCGBA Newsletters and Emails:

- **Quarterly Update:** BCGBA will produce a quarterly newsletter for circulation by both email and download. This will include updates from national competitions, stories from around the Affiliated Counties, and information for grassroot Clubs (greenkeeping, fundraising, coaching, etc...). All content within the newsletter will also direct the reader towards the BCGBA website, where additional news and resources will be available.
- **Highlight Achievements:** As the BCGBA membership database develops, direct email communication will be done to the bowler. This will enable information to be shared faster, and more directly with the bowler, removing the reliance on consistency of multi-channel email distribution.

#### 4. WhatsApp or Group Messaging Apps:

- **Instant Communication:** Set up WhatsApp groups or other messaging apps for people whose input is required. These platforms allow quick communication for urgent matters and/or updates.
- **Competition Organisers:** Create a group for organisers of 'Champion of Champions' qualifying competitions to share updates and support.
- **County Secretaries:** Create a group for County Secretaries to enable quick information transfer. This would not replace email communication, but would be a way of sharing best practices, urgent information, etc...
- **County Development Officers:** Create a group for County Development Officers to share ideas and best practices. With much of development work, sometimes the best ideas can be communicated visually in a more succinct manner than emails.

#### 5. Board Meeting Communication

- **Scheduled Meetings:** All Board meeting dates will be published to enable correspondence to be tabled through Regional Board Members.
- **Summary Notes:** Following Board meetings, a summary of discussions will be made available to all members.

#### 6. Feedback Mechanisms:

- **Surveys and Feedback Forms:** Collect feedback from members on BCGBA activities, facilities, and communication methods. This information will be essential to enable future strategies to be directed by our members.
- **Regional Board Representation:** All Affiliated Counties now have representation at Board level. Any bowler should feel that they can email, telephone, or speak to their Regional Board Member and have confidence that he/she will raise any concerns at meetings.

#### 7. Collaborate with Other NGBs and Organisations:

- **Inter-NGB Communication:** Foster relationships with other sporting NGBs. Share information about events, initiatives, and strategies.
- **Other Organisations:** Stay connected with like-minded organisations, with a view to developing the leadership of BCGBA. Attend meetings and workshops to exchange ideas.

Remember that effective communication strengthens the bonds among all Association members, promotes inclusivity, and contributes to the overall success of crown green bowls.



## **Centres of Excellence**

One of the key goals outlined in the BCGBA Development Plan is the establishment of a network comprising 'Centres of Excellence'. The two primary objectives of these 'Centres' are to foster the advancement and expansion of the sport, whilst developing the professionalism and governance of all Clubs.

### **Strategic Objectives**

1. **Foundation for Excellence** - Establish clear criteria for Clubs to qualify as 'Centres of Excellence', focusing on strong foundational practices and adherence to developmental standards.
2. **Support and Recognition** - Provide comprehensive support to designated 'Centres of Excellence', aiding in the development of certified coaches and facilitating access to funding for sport progression.
3. **Administrative Excellence** - Ensure 'Centres of Excellence' are not only sport-centric but also excel in administrative domains, including safeguarding, welfare, and social responsibility.

### **Support Mechanisms**

**Club Commitment** - Encourage Clubs to demonstrate their dedication to evolving into 'Centres of Excellence'.

**Strategic Partnerships** - Collaborate with the Bowls Development Alliance to align support and resources.

**Funding Acquisition** - Actively pursue funding opportunities through Sport England and alternative sources to finance the initiative.

**Administrative Empowerment** - Offer administrative courses and support to enhance Club management capabilities.

### **Implementation Steps**

**Step 1** - Define and communicate the standards for achieving 'Centre of Excellence' status.

**Step 2** - Develop a support system for Clubs that includes coaching development, funding assistance, and administrative training.

**Step 3** - Foster partnerships with key organisations to provide a network of support for the 'Centres of Excellence'.

**Step 4** - Monitor and evaluate the progress of Clubs towards meeting the excellence criteria and provide ongoing support and recognition.

## Roadmap to 'Centre of Excellence' Status

### 1. Assessment and Planning (Year 1)

- **Self-Evaluation** - Clubs conduct an initial assessment against the 'Centre of Excellence' criteria.
- **Strategic Planning** - Develop a detailed plan to address gaps and align with excellence standards.
- **Recognition** - Acknowledge Clubs publicly for initiating the journey.

### 2. Foundation Building (Year 1-2)

- **Funding Support** - Provide funding help and guidance (either financially or through grant applications) to enable development.
- **Infrastructure Development** - Enhance facilities and equipment to meet required standards.
- **Staff Training** - Invest in the professional development of coaches and administrative staff. Subsidise coaching workshops to increase certifications and provide access to additional resources through Coach Bowls.

### 3. Program Development (Year 2-3)

- **Coaching Programs** - Implement coaching development programs to cultivate certified coaches.
- **Administrative Excellence** - Roll out administrative courses to strengthen club management.
- **Performance Awards** - Recognise Clubs achieving coaching milestones.

### 4. Community Engagement (Year 3-4)

- **Outreach Initiatives** - Launch community programs to increase sport participation and Club membership. These could include 'Open Days', competitions between community groups, etc...
- **Partnership Development** - Establish partnerships with local organisations and schools.
- **Media Exposure** - Feature Clubs in local newspapers or social media.

### 5. Funding and Resources (Year 4)

- **Secure Funding** - Actively pursue funding opportunities to support further Club initiatives. Additional funds could also be released by BCGBA to directly reward success and impact.
- **Resource Optimisation** - Efficiently utilise resources to sustain Club activities and programs.

- **Networking Opportunities** - Connect Clubs with potential sponsors or partners.

## 6. Evaluation and Recognition (Year 5)

- **Performance Review** - Conduct a comprehensive review of progress towards excellence.
- **Achievement of Status** - Official recognition/certificates as a 'Centre of Excellence' upon meeting all criteria.
- **Awards Ceremony** - Host an annual 'Awards' event to celebrate achievements.

## 7. Continuous Improvement (Ongoing)

- **Quality Assurance** - Regularly monitor and improve Club standards and practices.
- **Annual Reviews** - Provide feedback and improvement suggestions.
- **Innovation** - Stay abreast of advancements in the sport and adopt innovative practices.
- **Innovation Grants** - Encourage Clubs to experiment with new ideas.

This roadmap provides a clear pathway for Clubs to achieve 'Centre of Excellence' status, ensuring a systematic approach to development and continuous improvement. It's important for Clubs to maintain flexibility in their plans to adapt to changing circumstances and to regularly review their progress against the set milestones. Incentives should align with the Club's goals and foster a sense of pride and accomplishment. Customising rewards based on their unique journey will maximise motivation and commitment.

This strategic framework is designed to elevate the sport within the Club's County-wide sporting landscape by nurturing 'Centres of Excellence'. Through dedicated support, collaboration, and a commitment to both sporting and administrative excellence, we aim to enhance the sport's stature and ensure its sustainable development.

# Role of National Governing Bodies in Supporting 'Centres of Excellence'

The BCGBA will play a pivotal role in supporting the establishment and success of 'Centres of Excellence' within the sport. Here are key contributions that we will make:

## 1. Policy Advocacy

- **Standards and Criteria** – National Governing Bodies (NGBs) can define clear standards and criteria for achieving 'Centre of Excellence' status. These guidelines ensure consistency and quality across Clubs.
- **Inclusivity Policies** – NGBs can advocate for inclusive practices, emphasising accessibility for all, including individuals with disabilities.

## 2. Resource Allocation

- **Funding Support** – NGBs can allocate financial resources to designated Clubs. Grants, sponsorships, and funding partnerships can aid in facility upgrades, equipment acquisition, and coaching development.
- **Access to Expertise** – NGBs can provide access to coaching experts, administrative consultants, and legal advisors.

## 3. Training and Development

- **Coaching Education** – NGBs can organise coaching workshops, certifications, and continuous professional development for coaches within 'Centres of Excellence'.
- **Administrative Training** – Offer courses on governance, safeguarding, and welfare to enhance Club management.

## 4. Recognition and Promotion

- **Official Designation** – NGBs can officially recognise Clubs as 'Centres of Excellence'. This designation boosts Club morale and attracts potential members.
- **Media Exposure** – Promote success stories, achievements, and best practices through newsletters, websites, and social media.

## 5. Networking and Collaboration

- **Partnerships** - NGBs can facilitate collaborations with other sports organisations, local authorities, and educational institutions. Joint initiatives enhance resources and knowledge sharing.
- **Peer Learning** - Arrange forums, conferences, and networking events where Club representatives can learn from each other.

## 6. Monitoring and Evaluation

- **Quality Assurance** - Regularly assess Clubs' progress towards excellence. Provide feedback and improvement recommendations.
- **Annual Reviews** - Conduct performance reviews and celebrate milestones.

## 7. Long-Term Vision

- **Sustainability** - NGBs can ensure that 'Centres of Excellence' remain sustainable beyond the initial phase. Encourage long-term planning and community engagement.

In summary, NGBs serve as catalysts, providing guidance, resources, and recognition to elevate Clubs to 'Centre of Excellence' status. Their commitment ensures the sport's growth, professionalism, and inclusivity.



## Coaching

Over the next five years, enhancing our coaching capabilities will be a pivotal focus. This applies not just to our Association, but to the sport as a whole. Recent shifts have led to a noticeable deficit in qualified coaches—a trend we are committed to reversing. Our goal is to establish a robust coaching infrastructure, within each County, to bolster and sustain players across all levels.

### **Strategic Initiatives:**

1. **Number of Qualified Coaches** - We need to increase the number of qualified coaches within each geographical County Association. By doing this, and supporting with funding, we can help to support all Clubs with development and membership growth.
  - **Objective:** Address the current deficit in certified coaches by establishing a robust coaching infrastructure in each County.
  - **Aim:** Increase the number of certified coaches by 20% annually.
  
2. **Newcomer Integration** - It will become standard practice for newcomers to the sport, to be able to access 'starter' coaching sessions. Proper foundational coaching is desirable for elevating their enjoyment, performance and longevity in the sport.
  - **Objective:** Ensure all new bowlers receive foundational coaching upon joining.
  - **Aim:** Achieve a 100% coaching session attendance rate for newcomers.
  
3. **Course Availability** - Acknowledging the current scarcity of coaching courses, our objective is to guarantee the availability of at least one Level One Course per County annually. Through this initiative, we anticipate cultivating over 60 new coaches within each County Association over the span of our five-year strategy.
  - **Objective:** Offer at least one Level One Course per County each year.
  - **Aim:** Generate a minimum of 60 new coaches per County over five years, equating to 12 new coaches per County per year.
  
4. **Coach Advancement** - We also recognise the necessity of providing a progression path for coaches. There will be an expansion in Level Two Courses, aiming for a minimum of 12 Level Two coaches in each County within three years.
  - **Objective:** Increase the availability of Level Two Courses.
  - **Aim:** Attain a minimum of 12 Level Two coaches in each County within three years.

5. **Volunteer Support** - Club volunteers are the lifeblood of our sport at the grassroots level. To aid these individuals, we will introduce Club Activator Courses, empowering them to organise successful Club 'Open Days', regardless of their aspirations to become certified coaches.
- **Objective:** Launch Club Activator Courses for effective Club 'Open Days' management.
  - **Aim:** Train at least 50 volunteers per County annually to run Club 'Open Days'.

## Support Initiatives

- **Financial Aid:** BCGBA to fund a significant portion of course costs.
  - **Aim:** 50% subsidy for Coach Bowls Activator and Level 1 Courses; 25% for Level 2 Courses.
- **Coaching Network:** Create a support system for coaches.
  - **Aim:** Establish and maintain a network with a high satisfaction rate among coaches.
- **Resource Toolkit:** Develop promotional materials.
  - **Aim:** Distribute toolkits to all Counties annually.
- **Material Utilisation:** Leverage the use of Bowls Development Alliance and Buddle resources.
  - **Aim:** Integrate materials into 100% of coaching programs.
- **Mentorship:** Implement Coaching Mentor Sessions.
  - **Aim:** Conduct mentor sessions annually in each County.

This strategy outlines our commitment to nurturing a thriving coaching environment that will enrich the sport and its community for years to come.

## Modernising the Sport for a New Audience

To modernise Crown Green Bowls and attract a new audience, we should consider the following development strategy.

### **Innovative Formats**

Introduce dynamic game formats that shorten playtime and increase excitement. Consider variations like the 'Big Smash' or 'Bowls Bash' where matches are played over a shorter period, making them more spectator-friendly and potentially suitable for television broadcasts. By reducing the game time, such formats would also appeal to a younger audience.

### **Revitalised Aesthetics**

Update the sport's visual appeal with contemporary Club shirts. Incorporate vibrant colours and modern designs into shirts, and equipment, to make the sport visually engaging. Collaborations with shirt designers could lead to such a modern, appealing look.

### **Enhanced Accessibility**

Make the sport more accessible by reviewing membership criteria, offering free trial periods at Clubs, and providing loan equipment at venues. Develop programs for schools and community centres to introduce the sport to younger generations.

### **Social Media Engagement**

Create a strong online presence with **active** social media campaigns. Utilise platforms like Facebook, Instagram, X (Twitter), and TikTok to showcase highlights, player stories, and behind-the-scenes content. Engage with the audience through interactive challenges and live Q&A sessions.

### **Community Integration**

Foster a sense of community by hosting local events and charity matches. Partner with local businesses for sponsorships and create family-friendly events to draw in crowds. Establishing Clubs as 'Community Hubs' can also enhance the sport's appeal.

By implementing these strategies, Crown Green Bowls can evolve to meet the tastes of a new generation while preserving its rich heritage.



## Club Governance Support and Development

Developing effective Club governance within crown green bowls is essential for maintaining transparency, accountability, and the overall success of Clubs. The BCGBA will work with all Counties and Clubs to support development of governance, with a goal of ensuring that all Clubs achieve Tier One status (Sport England recommendation).

### 1. Good Governance Principles:

- **Structure:** Ensure all key Committee positions are filled within the Club. Having a well-defined Committee structure helps distribute responsibilities and ensures efficient decision-making.
- **Equal Opportunity:** Promote equal opportunity for everyone, regardless of gender, ethnicity, or ability.
- **Transparent Communication:** Maintain open and transparent communication with Club members.
- **Standards and Conduct:** Establish Club-specific standards to guide behaviour and aid future development.
- **Legal Policies:** Implement necessary legal policies, such as safeguarding and GDPR, using templates provided by the BCGBA/BDA.

### 2. Committee Roles and Responsibilities:

- **Job Descriptions:** Create job descriptions for all Committee roles. This clarity helps volunteers understand their responsibilities and assists members in directing specific questions to the right individuals.
- **Recruitment:** Identify any new Committee or Club roles that can contribute to the Club's continued development.

### 3. Financial Management:

- **Planning:** Develop clear financial procedures, including budgeting, financial reporting, and auditing.
- **Accurate Reporting:** Ensure transparency in financial matters, especially when handling Club funds.

### 4. Membership Engagement:

- **Regular Engagement:** Regularly engage with Club members through meetings, newsletters, and social events.
- **Feedback:** Encourage members to provide feedback and participate in decision-making processes.

## 5. Risk Assessment and Mitigation:

- **Assess:** Conduct regular risk assessments related to Club operations, facilities, and events.
- **Prevent:** Implement preventive measures to minimise risks, such as background checks for volunteers.

## 6. Education and Training:

- **Training and Development:** Provide training for Committee members on governance principles, legal requirements, and best practices.
- **Roles and Responsibilities:** Educate members about their roles and responsibilities within the Club.

## 7. Affiliation to National Governing Bodies (NGBs):

- **Affiliation:** All Clubs must affiliate with BCQBA. Affiliation will provide support for all Clubs and bowlers.

Remember that effective Club governance contributes to the long-term sustainability and success of crown green bowls Clubs. By adhering to these strategies, Clubs can create a positive environment for all participants and ensure the sport's growth and development.



## **Club Accreditation Scheme**

To enhance the development of Clubs and attract new participants, the establishment of a Club Accreditation Scheme is proposed. This initiative will not only acknowledge the efforts made by Clubs in improving their operations but also offer them a series of advantages.

The 'CAS' is designed to set a national benchmark for clubs, helping them to:

- Create secure, efficient, and inviting settings, grounded in best practices.
- Elevate the experience of participants through proficiently trained coaches and volunteers.
- Promote enduring engagement by fostering paths for continuous development.

The accreditation process for 'CAS' is intended to be user-friendly, complemented by accessible guidance and support from BCGBA's National/County Development Officers. The focus will be on meeting specific, established criteria, with a tiered recognition system of bronze, silver, and gold levels.

The criteria for accreditation and the associated benefits might include:

### **Criteria:**

- Implementation of proper Governance (potential for Zoom workshops)
- Presence of a Certified Coach at the Club
- Availability of a First Aider at the Club
- Participation in Bowls Big Weekend or hosting an 'Open Day'.
- Defined 'Role Descriptions' for Committee Members
- Establishment of a Club website or Facebook page
- Development and adoption of a Club Development Plan

### **Benefits:**

- Increased visibility for the Club (e.g., Certificate, 'CAS' logo usage, feature in BCGBA newsletter)
- Sponsored positions in additional Coaching Courses
- Complimentary passes to BCGBA's premier events (like All Britain Finals, Champion of Champions)
- Priority in hosting Regional Seminars and Roadshows

This strategic approach aims to provide a structured pathway for Clubs to achieve excellence and recognition in their community. Further details of the Club Accreditation Scheme will be circulated in early 2025.



## Safeguarding

Safeguarding within the sport is crucial to ensure a safe and enjoyable experience for all participants. Our core strategies will revolve around the following:

### 1. Education and Awareness:

- **Training Programs** - Develop training programs for players, coaches, officials, and volunteers. These programs should cover safeguarding principles, recognising signs of abuse, and appropriate behaviour.
- **Educational Resources** - Create guidance documents, templates, and educational resources that Clubs and volunteers can use to embed good safeguarding practices throughout the sport. These will be created through collaboration with the Bowls Development Alliance.

### 2. Clear Policies and Procedures:

- **Core Safeguarding Policies** - Ensure that Clubs, and affiliated organisations, have clear safeguarding policies in place. These policies should address issues such as abuse, neglect, and discriminatory behaviour.
- **Reporting Procedures** - Establish clear reporting procedures for concerns related to welfare. Encourage individuals to report any incidents promptly.

### 3. Appoint Safeguarding Officers:

- **Club Safeguarding Officer** - Each Club should have a designated safeguarding officer responsible for implementing and overseeing safeguarding practices.
- **County and National Level** - As currently, every County (and BCGBA) should also have a Safeguarding Lead to provide support and consistency across the sport.

### 4. Risk Assessment and Prevention:

- **Risk Assessment** - Regularly assess potential risks related to safeguarding. Identify areas where improvements are needed.
- **Preventive Measures** - Implement preventive measures, such as background checks for volunteers and coaches, to minimise risks.

## 5. Communication and Awareness Campaigns:

- **Promote Awareness** - Use newsletters, social media, and Club meetings to raise awareness about safeguarding. Encourage open discussions.
- **Celebrate Good Practices** - Highlight Clubs and individuals who exemplify good safeguarding practices.

## 6. Collaboration and Reporting:

- **Collaborate with Authorities** - Work closely with local authorities, police, and child protection agencies. Report any concerns promptly.
- **Support Networks** - Provide information on support networks available to those affected by safeguarding issues.

Remember that safeguarding is a collective responsibility, and everyone involved in crown green bowls plays a part in creating a safe environment for all participants



## Cross-Code Development

The British Crown Green Bowling Association (BCGBA), in its role as a governing body, is committed to fostering the growth and development of crown green bowls, through collaborative efforts with fellow members of the Bowls Development Alliance, including Bowls England, the English Indoor Bowling Association (EIBA), and the English Short Mat Bowling Association (ESMBA).

Our unified approach is exemplified by our joint work with the **Youth Sports Trust**, which aims to introduce, and establish bowls, as a recognised sport within the school curriculum. This initiative not only promotes the sport among the younger generation, but also encourages an active and healthy lifestyle from an early age.

In addition, we are pooling our resources to support projects such as the **Bowls Big Weekend** initiative. This event is designed to increase the visibility of bowls, attract new players of all ages, and celebrate the community spirit that is inherent within our sport.

Another key area of collaboration is through **Coach Bowls**, our shared coaching resource. By combining our expertise and resources, we are able to provide comprehensive training and support for coaches across all codes of bowls. This ensures a high standard of coaching that benefits players at every level of the sport.

Furthermore, we are collectively dedicated to **safeguarding** the sport of bowls. We are working together to ensure that all levels of the sport, from grassroots to elite competition, are conducted in a safe, fair, and inclusive environment. Our safeguarding policies and procedures are continuously reviewed and updated to reflect the latest best practices and legislative requirements.

Together, we stand united in our mission to promote the sport of bowls, support our players and coaches, and safeguard the integrity and future of our game.

This statement reflects the collaborative spirit and shared goals of the various Associations within the Bowls Development Alliance, emphasising the importance of cross-code development and the collective effort to ensure a bright future for the sport of bowls.

## **BCGBA 'Roadshows'**

The British Crown Green Bowling Association (BCGBA), in partnership with the Bowls Development Alliance (BDA) are committed to launch of a series of educational 'Road Shows' as part of this Development Strategy. These events are a cornerstone of our commitment to the continuous development and enrichment of the crown green bowls community.

### **Purpose of the Road Shows**

The 'Road Shows' are designed to provide bowlers, and Clubs, with essential knowledge and skills across a variety of critical topics, including:

- **Club Governance** - Understanding the framework and principles that guide the effective management and administration of Clubs.
- **Promoting Your Club** - Strategies to enhance visibility and attract new members.
- **Safeguarding** - Ensuring a safe and secure environment for all participants.
- **Inclusion and Disability** - Fostering an inclusive atmosphere that welcomes players of all abilities.
- **Coaching** - Developing coaching practices and to raise awareness of the benefits of having a coach within your Club.
- **Running an Effective Open Day** - Organising successful events that showcase the sport and your Club.
- **Greenkeeping** - Maintaining and caring for bowling greens to the highest standards. This will include seminar sessions by greenkeeping equipment manufacturers to support the knowledge around the sport.

### **Nationwide Accessibility**

To ensure that every County Association benefits from these enriching experiences, we will replicate the 'Road Shows' across different Counties. This approach guarantees that members from all Counties will have the opportunity to attend and gain from the shared knowledge and practices.

### **Commitment to Growth and Inclusion**

Through these 'Road Shows', the BCGBA and BDA aim to demonstrate that by empowering our Clubs, and members, with the right tools and information, we can collectively enhance the quality and reach of our sport.



## **Effective 'Open Days'**

To enhance the visibility and appeal of crown green bowls, a great opportunity can be provided by hosting 'Open Days' at a Club. If done successfully, these can lead to significant membership increases, along with additional engagement within the local community. Some of the key focuses for running an effective 'Open Day' should include:

### **Strategy Overview**

#### **1. Advertising the Event**

- Utilise local media, social media platforms, and community bulletin boards to promote the open day. Don't make the mistake of promoting the event ONLY to current bowlers, and bowling groups – they're not the audience that you are looking for.
- Create eye-catching posters and flyers to distribute in local businesses and public spaces.
- Engage with local schools and community groups to extend invitations.

#### **2. Equipment Availability**

- Ensure a sufficient supply of bowls and other necessary equipment is available for participants of all ages and abilities.
- Consider having different sizes and weights of bowls to accommodate everyone from children to seniors.

#### **3. Engaging Club Volunteers**

- Recruit enthusiastic volunteers from the Club to assist with various activities and provide guidance to newcomers. Utilise a Club Coach, wherever possible, as this will immediately give added credibility and confidence to a new bowler.
- Offer brief training sessions for volunteers so they are prepared to answer questions and demonstrate the basics of the game.

#### **4. Making the Day Fun**

- Organise a variety of activities, such as mini-games, competitions, and demonstrations to engage visitors.
- Provide music, refreshments, and perhaps a BBQ to create a welcoming atmosphere.

## 5. Activities for All Ages

- Plan activities that cater to different age groups, ensuring that everyone has an enjoyable experience.
- Include fun bowling challenges, and other family-friendly entertainment if possible.

## 6. Membership Promotions

- Offer special Club Membership rates, or incentives, for those who sign up on the 'Open Day'.
- Provide information on the benefits of joining the Club, including social events and coaching opportunities.

## 7. Follow-Up Sessions

- Arrange follow-up sessions for interested individuals to learn more about the game and improve their skills.
- Schedule these sessions soon after the 'Open Day' to maintain momentum and interest.

## Implementation

- Form a dedicated Committee to oversee the planning and execution of the 'Open Day'.
- Develop a timeline and checklist, to ensure all aspects of the event are covered.
- Assign roles and responsibilities to volunteers well in advance of the event.

## Evaluation

- Gather feedback from participants, and volunteers, to assess the success of the 'Open Day'.
- Use the insights gained to improve future events and strategies.

By following this, Clubs can host effective 'Open Days' that not only showcase the sport of crown green bowls, but also build a strong, inclusive community around it. This approach will contribute significantly to the National Development of the sport.

## Retaining Current Participation and Facilities

Whilst we look to develop our sport, it is also imperative that we retain our current participants and protect our member Clubs. By doing this, we can endeavour to grow the sport, and further enhance the facilities that we have within our Association. Some of the key areas that we will focus on are as below.

### **Retention-Focused Development Strategy**

- **Engage Current Members** - Implement regular feedback sessions to understand and address the needs of existing bowlers.
- **Support 'Grass Roots' Clubs** - Around 90% of bowlers play socially at their Club. It is essential that we support these bowlers, and their Clubs, in whatever ways are necessary.
- **Facility Upkeep** - Ensure that current facilities are well-maintained, with support offered, where necessary, to provide a high-quality playing experience.
- **Regular Communications** - Develop all lines of communication to the current bowler. Create a website that offers information on all facets of the sport - from coaching, to equipment, to greenkeeping and Club Governance. Utilise social media platforms as a way of reaching directly to a younger audience and seek input from a wide cross-section of bowlers as to the best way to achieve this.

### **Playing Pitch Strategies (PPS)**

- **What is a Playing Pitch Strategy?** - PPS are comprehensive plans that assess the quality and distribution of sports pitches and facilities. They aim to protect and enhance playing pitches and the ancillary facilities.
- **Protection for Clubs** - PPS help in safeguarding sports clubs against the loss of facilities by informing local authorities' planning policy makers. They ensure that developments do not negatively impact the availability of sports facilities. When contacted for information for a PPS it is essential that Clubs support the request and do so in a timely manner.

### **Support from British Crown Green Bowling Association (BCGBA)**

- **Governance Advice** - BCGBA can provide expertise on effective Club management, helping Clubs to operate sustainably and adhere to best practices in governance.
- **Funding Guidance** - BCGBA can guide Clubs in accessing funding opportunities, such as those available through Sport England, which support initiatives that will help to increase participation.

## Support from the Bowls Development Alliance (BDA)

- **Club & Community Officer Support** – BDA’s network of ‘Club & Community’ Officers can support individual Clubs with specific needs. Help and advice can be offered free of charge, and regular networking events can be tailored to local areas.
- **‘Weeks of Learning’** – Free courses are delivered on a quarterly basis, by the BDA teams. These are excellent online courses, usually lasting between 60-90 minutes, around specific topics. On many of the sessions, Sport England’s ‘Buddle’ team are also involved, and they offer a real insight into development at grassroots level.

By focusing on these strategic areas, Crown Green Bowls clubs can maintain their appeal to current players, ensure the longevity of their facilities, and continue to thrive as community sports hubs. Additionally, the support from NGBs in terms of governance, funding, and promotional activities is crucial in strengthening the clubs' operational capabilities.



## **Grant Funding and Planning Support**

The BCGBA aims to become a source of support for all Clubs within the Association, guiding them through the intricate journey of securing funding for their projects. Recognising the challenges faced by Clubs in accessing financial resources, the BCGBA commits to a multifaceted strategy that encompasses project development, meticulous planning, and comprehensive communication.

### **Project Development and Planning**

1. **Expert Guidance** - The BCGBA will provide expert guidance on project development, ensuring that Clubs have access to the knowledge and tools necessary to conceptualise and design projects that are both viable and impactful. Through a network of County Development Officers, such guidance will be available, along with a 'best practice' bank of resources.
2. **Strategic Frameworks** - By offering strategic frameworks, the BCGBA will assist Clubs in outlining clear objectives, timelines, and milestones, fostering a structured approach to project planning that is essential for successful implementation.

### **Communication and Grant Provider Awareness**

1. **Information Dissemination** - The BCGBA will actively communicate the availability of grant providers, utilising various channels to ensure that Clubs are well-informed about the opportunities at their disposal.
2. **Workshops and Seminars** - Through workshops and seminars, the BCGBA will educate Clubs on the landscape of grant funding, highlighting key providers and the criteria they seek in potential grantees.

### **Grant Application Support**

1. **Application Assistance** - Recognising the complexity of grant applications, the BCGBA will offer hands-on support to Clubs, guiding them through the process of crafting compelling narratives and building strong cases for funding.
2. **Resource Allocation** - The BCGBA will allocate resources, including templates and checklists, to streamline the application process, ensuring that Clubs can submit their applications with confidence and precision. This will be the case for both external grant providers and those that are awarded directly through BCGBA.

## Success Story Sharing

1. **Celebrating Achievements** - The BCGBA will celebrate and share the success stories of Clubs that have secured funding, showcasing their achievements as a testament to what can be accomplished with the right support.
2. **Knowledge Sharing** - By sharing these success stories, the BCGBA will foster a culture of knowledge sharing, where Clubs can learn from one another's experiences and apply those lessons to their own funding endeavours.

The BCGBA is fully committed to supporting Clubs in finding funding for projects. Through a strategic blend of development, planning, communication, and support, the Association aims to empower Clubs to not only realise their project aspirations, but also to contribute to the development of crown green bowls within the community. Collaboratively, the BCGBA works in conjunction with both the Bowls Development Alliance (BDA) and Sport England (through 'Buddle') to ensure that we can deliver the most accurate, up-to-date support to everyone.



## Membership Database

As we embark on our journey to enhance the sport of Crown Green Bowls, we recognise the pivotal role of our **Membership Database** in shaping the future of our Association. This database is not merely a collection of names; it is the cornerstone of our strategic development plan, providing us with the insights and metrics necessary to drive growth and innovation.

### **The Importance of Membership Data**

1. **Strategic Decision-Making** - The data collected will empower us to make informed decisions that align with the needs and preferences of our members, ensuring that every initiative we undertake is backed by solid evidence.
2. **Monitoring and Tracking** - With real-time access to membership statistics, we can monitor growth trends, retention rates, and participation levels, adjusting our strategies to maximise engagement and satisfaction.
3. **Demographic Insights** - Detailed demographics gleaned from the database will enable us to tailor our programs to suit the diverse segments of our community, fostering inclusivity and accessibility across all age groups and skill levels.
4. **Project Support and Funding** - Accurate and comprehensive membership data is a compelling tool when applying for grants and additional funding. It demonstrates Associational maturity and the potential for sustainable impact, making us a more attractive prospect for investors and sponsors.
5. **Benchmarking and Leadership** - Our database positions us at the forefront of the sport, setting a benchmark for others to aspire to. By leading with data-driven initiatives, we are not only advancing our own Association, but also raising the standard for all codes of bowls nationally.

### **Commitment to Data Integrity**

To realise the full potential of our membership database, we are committed to its meticulous maintenance. This entails:

- **Regular Training** - Ensuring that all stakeholders, from County Registrars / Secretaries to Club Secretaries, are proficient in data entry and management.
- **National Registrar Support** - Providing ongoing support and guidance from our National Registrar to maintain data accuracy and consistency.
- **Data Cleansing** - Implementing protocols to regularly review and 'clean' the database, thereby eliminating errors and anomalies.

Our membership database has the potential to be the lifeblood of our National Development Strategy. It is a dynamic tool that reflects our dedication to growth, excellence, and the enduring vitality of crown green bowls. By harnessing the power of data, we are not just preserving a cherished sport; we are cultivating a thriving future for our sport.

## **Promoting Progression Within the Sport**

To facilitate progression within the sport of crown green bowls, it is crucial to establish clear pathways for both new and existing participants. While some players may engage in the sport for social interaction or exercise, others aspire to compete and advance their playing level. These pathways should be readily accessible within each County, driven by a robust coaching network.

### **1. Establish Clear Pathways:**

- Develop structured pathways that guide players as they progress within the sport.
- Cater to various motivations, including social interaction, recreation, and competition.
- Provide opportunities for advancement at both grassroots and representative County levels.

### **2. Enhanced Coaching Network:**

- Strengthen the County coaching network to support players on their development journey.
- Offer comprehensive coaching programs and resources for players at all skill levels.
- Improve coaches' skills and understanding of the game.

### **3. Improve Communication:**

- Enhance communication channels to promote all levels of the sport within the BCGBA.
- Focus on improving the BCGBA website and leverage social media platforms.
- Disseminate news, updates, and relevant information efficiently.

### **4. Optimise the BCGBA Website:**

- Invest in enhancing the BCGBA website to serve as a comprehensive resource hub.
- Provide clear and accessible information about the sport, including pathways, events, coaching opportunities, and resources.

### **5. Boost Social Media Presence:**

- Engage with a wider audience by enhancing the BCGBA's presence on social media platforms.
- Regularly share updates, success stories, and relevant content.
- Foster community engagement and raise awareness about crown green bowls.



By implementing these strategies, we empower players to progress within the sport, regardless of their level of experience or aspirations. A dynamic and inclusive environment will encourage growth and advancement in crown green bowls.



## **SMART Targets for 2025**

As mentioned at the start of this document, success within this National Development Strategy can be defined, and measured, by several key performance indicators (KPIs) that reflect growth and sustainability within the sport. Below is a breakdown of some of the **initial** key metrics of what success looks like in measurable terms:

1. **Growth in Net Participation** - An increase in the overall number of individuals actively participating in crown green bowling activities and competitions.

- **2025 TARGET – Annual net growth of 3%**

2. **Demographic Growth in Key Age Groups** - A rise in participation rates among targeted age demographics, particularly those identified as having the highest potential for growth, such as juniors and over 35's.

- **2025 TARGET – Annual net growth of both juniors and over 35's by 5%**

3. **Growth in Male/Female Split** - A more balanced male-to-female ratio among participants, indicating successful outreach and engagement with both genders.

- **2025 TARGET – Annual net growth in female participation of 3%**

4. **Increase in Club Memberships** - A significant uptake in the number of registered members across Clubs, reflecting heightened interest and commitment to the sport.

- **2025 TARGET – Annual 'New Registrations' growth within ALL Counties**

These KPIs serve as vital benchmarks to evaluate the effectiveness of the National Development Strategy and guide future efforts. Regular monitoring and reporting on these metrics will help the BCGBA to be able to track progress, identify areas for improvement, and celebrate successes in our strategic initiatives. These measures are 'headline' measures only and are by no means exhaustive.

The specifics of the strategies are detailed within this document. Each County Development Officer will have additional KPI's (set by their individual County Management Committee) which will be reviewed on a regular basis and reported on within an Annual Development Report.

## Putting the Strategy into Practice

Developing this strategy for crown green bowls has to be a multifaceted approach, focusing on grassroots development and the promotion of the sport. Here are some examples, and direction, of how we can put the strategy into practice:

### 1. Identifying Projects and Counties

- **Specialist Approach** - Identify projects that cater to the unique characteristics of each County. This could involve youth engagement in urban areas or promoting accessibility in rural regions.
- **County-Specific Needs** - Assess the needs of each County to determine which projects would have the most impact. For example, Counties with aging populations might benefit from projects promoting bowls as a low-impact physical activity.

### 2. Development Officers

- **Recruitment** - Every County should aim to recruit a County Development Officer. These individuals will be responsible for implementing the strategy locally, coordinating with Clubs, and driving participation.
- **Training** - Provide comprehensive training for County Development Officers, equipping them with the skills to manage projects, engage with the community, and foster partnerships.

### 3. Sharing Best Practices

- **Knowledge Exchange** - Create a platform for Counties to share successful initiatives and learn from each other. This could be through workshops, webinars, or an online resource hub of case studies.
- **Mentorship Programs** - Pair less experienced Counties with those that have demonstrated success in specific areas of development.

### 4. Focus on Small Wins

- **Achievable Goals** - Set realistic and measurable goals for each project. Celebrating small victories keeps morale high and provides a sense of progress.
- **Adaptability** - Be prepared to make adjustments based on what is working. Flexibility is key to overcoming challenges and achieving long-term success.

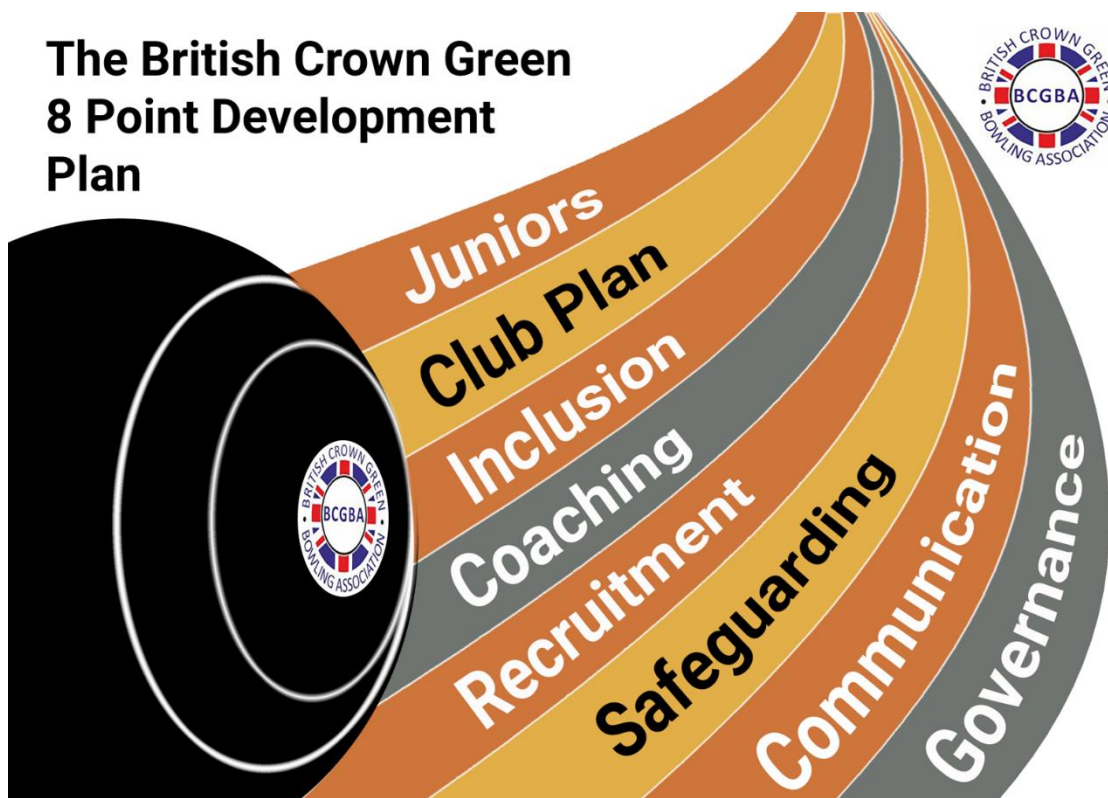
## 5. Comprehensive Appendix of Projects

- **Project Catalogue** – The National Development Strategy will be supported by a library of potential projects for Counties to choose from. This includes a variety of initiatives, from governance, to growing Club memberships to school/junior programs. The project list is by no means exhaustive and will be expanded over time.
- **Guidance** – We will offer guidance on how to select projects based on local demographics, resources, and objectives. Alongside this, the BCGBA will support all County Development Officers through regular meetings, reporting, and updates.

## 6. Continuous Evaluation

- **Feedback Loops** – Establish mechanisms for ongoing feedback from participants, Clubs, and County Development Officers to continually refine the strategy.
- **Metrics for Success** – Define clear metrics for success and regularly review the progress of each project against these benchmarks.

By following this National Development Strategy, Counties can work towards a cohesive and effective approach to growing the sport of crown green bowls. The key is to remain focused, share knowledge, and celebrate every step forward. Remember, the journey of a thousand miles begins with a single step. Don't get disheartened by setbacks; instead, use them as learning opportunities to build a stronger foundation for the future of the sport.



## Summary and Conclusion

As an Association we fully accept that this National Development Strategy is ambitious and challenging from the position that we currently find ourselves. This said, it is a true reflection of what we need to aim to achieve as a sport.

To deliver success, we need the crown green bowling communities to unite behind the strategy, and for Clubs to take on the challenge of development. As a governing body, we can support and direct, but ultimately, the development has to be done at source.

Along with Clubs, our network of County Associations must also take a supporting lead. Within the Strategy we are seeking to invest in supporting each Association with a County Development Officer (funded by BCGBA) to work alongside a National Development Officer. One of the key roles of these individuals is to ensure that all Clubs are aware of the support that is available through the National Development Strategy. The communication of this information, from BCGBA to Counties, to Leagues, to Clubs, to bowlers is of paramount importance.

The National Development Strategy is a rolling five-year planning document. Will we achieve success across every KPI in Year One – No. That is why we will produce an Annual Report to highlight the successes and challenges faced, and then we can re-evaluate where required.

By working together, the sport of crown green bowls can re-establish itself amongst one of the most popular within the UK landscape.





Ref: NDS – 03/11/2024 – AGM

British Crown Green Bowling Association

# National Development Strategy Action Plan and Costings Overview



2025/2026							
Year	Area of Development	Key Objectives	Actions to Deliver Objectives	Success Criteria	Person/People Responsible	Timescale	Total Costs
	<b>Governance</b>	<ul style="list-style-type: none"> <li>Supporting Clubs to adopt good governance practices</li> <li>Helping Clubs to be able to source funding for development projects</li> </ul>	<ul style="list-style-type: none"> <li>Deliver online tutorials to support the principles of 'Tier One' compliance as 'best practice'</li> <li>Provide templates for areas such as constitutions, codes of conduct, etc...</li> <li>Encourage Clubs to complete the BDA 'Club Health Checker' as part of their review</li> </ul>	<ul style="list-style-type: none"> <li>'Club Health Checker' completion levels</li> <li>Increased Club funding received within the sport</li> <li>Club, League and County governance become relevant, up-to-date and fit for purpose</li> </ul>	BCGBA Board, County Development Officers alongside Club, League and County Officials	Ongoing with Review January 2026	No Costs
	<b>Club Development Plan</b>	<ul style="list-style-type: none"> <li>Supporting Clubs to review how to develop their current situation</li> <li>Helping Clubs to grow/sustain their current membership</li> <li>Supporting Clubs to review their membership model</li> </ul>	<ul style="list-style-type: none"> <li>Deliver online, and face-to-face tutorials to support with writing development plans</li> <li>Provide templates to make this process much less overwhelming</li> <li>Offering help and support, at local level, with the delivery of Club Development Plans.</li> <li>Financial support available for CDO's to support Club's with activities aimed at development</li> </ul>	<ul style="list-style-type: none"> <li>Membership growth of Clubs (new members)</li> <li>Age demographic changes within the sport</li> <li>Increased Club funding within the sport</li> <li>Reduction of Clubs ceasing to exist</li> </ul>	Development Committee, National Development Officer, County Development Officers alongside Club, League and County Officials	Ongoing with Review January 2026	£16,000 available for CDO projects (£1k per CDO)



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2025/2026							
Year	Area of Development	Key Objectives	Actions to Deliver Objectives	Success Criteria	Person/People Responsible	Timescale	Total Costs
	<b>Coaching</b>	<ul style="list-style-type: none"> <li>Increase the number, and availability, of Coaches within each County</li> <li>Increase the availability of coaching courses</li> <li>Develop a coaching network across the Association</li> </ul>	<ul style="list-style-type: none"> <li>Create a database of all 'Crown Green' Coaches via Coach Bowls</li> <li>Promote the benefits of having a Club Coach to all Clubs</li> <li>Promote the availability of courses to all Clubs</li> <li>Recruit a Coaching Co-Ordinator to oversee activities</li> <li>Support CDO's with coaching activities within their Counties</li> </ul>	<ul style="list-style-type: none"> <li>Increase in the numbers of qualified Coaches (both Level One and Two)</li> <li>Target of 12 new Coaches per County, per year</li> <li>Membership growth of Clubs as a result of improved 'introduction' to the sport</li> </ul>	Coaching Co-Ordinator, County Development Officers, Coach Bowls Tutors and Assessors	Ongoing with Review January 2026	£14,400 (12 bursary payments of £75 per County)  Coaching Co-Ordinator role combined with NDO
	<b>Recruitment</b>	<ul style="list-style-type: none"> <li>Growth in net participation</li> <li>Demographic growth in key age groups</li> <li>Growth in male – female split</li> <li>Increase in Club memberships</li> </ul>	<ul style="list-style-type: none"> <li>'Bowls Big Weekend' style event – posters, etc... downloadable from the website</li> <li>'Lending Library' for CDO's – 12 sets of bowls, 4 jacks (split over two years)</li> </ul>	<ul style="list-style-type: none"> <li>Net growth 3%</li> <li>Junior growth of 5%, Over 35 growth of 5%</li> <li>Female participation growth of 3%</li> <li>New registration growth in ALL Counties</li> </ul>	Development Committee, National Development Officer and County Development Officers	Ongoing with Review January 2026	£2,500 allocated to BBW  Kit Costs: £14,048 per year for two years



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2025/2026							
Year	Area of Development	Key Objectives	Actions to Deliver Objectives	Success Criteria	Person/People Responsible	Timescale	Total Costs
	<b>Communication</b>	<ul style="list-style-type: none"> <li>Build on the progress made during 2024</li> <li>Improve awareness, and knowledge, of all bowlers, at all levels of the sport</li> <li>Give a voice to bowlers with direct contact to BCGBA</li> </ul>	<ul style="list-style-type: none"> <li>Conduct Development 'Road Shows' across the County Associations</li> <li>Promote development opportunities through both website and social media</li> <li>Enable bowlers to receive direct communication through a 'subscribe' facility on the website</li> </ul>	<ul style="list-style-type: none"> <li>Feedback from the bowling community through surveys</li> <li>Growth in social media and website traffic</li> <li>Development of a 'subscription' service on website</li> </ul>	BCGBA Board, Marketing Committee and National Administrator	Ongoing with Review January 2026	£4,000 for 'Road Shows' (£500 per County event, over two years)
	<b>Safeguarding</b>	<ul style="list-style-type: none"> <li>Improve Club and bowler awareness of Safeguarding</li> <li>Improve Club policies and procedures</li> <li>Implement a Disciplinary Policy to protect bowlers</li> </ul>	<ul style="list-style-type: none"> <li>Increase availability of courses, both online and face-to-face</li> <li>Improved support to enable Clubs to become educated around Safeguarding</li> <li>Improved circulation of governance guidelines to support policies and procedures</li> <li>Introduce a 'School Safe' Club programme</li> </ul>	<ul style="list-style-type: none"> <li>Deliver a 100% level of Clubs having Safeguarding Officers</li> <li>All Clubs to maintain certification on a rolling 3-year cycle</li> <li>100 'School Safe' Clubs in Year One</li> </ul>	BCGBA Board, National Safeguarding Officer and County Safeguarding Officers (Support from BDA Safeguarding Officer)	Ongoing with Review January 2026	No Costs
	<b>Juniors</b>	<ul style="list-style-type: none"> <li>Increase junior participation rates</li> <li>Improve activity with schools as a means of entry</li> <li>Develop the junior competition opportunities both nationally and regionally</li> </ul>	<ul style="list-style-type: none"> <li>Work with the Youth Sport Trust programme, in conjunction with all Bowls Governing Bodies</li> <li>Support Clubs in being 'School Safe' to enable junior bowling</li> <li>Provide all CDO's with a 'Junior Development Kit' – Bowls Buddies 'Schools' Kit and 8 x Junior Sets of Bowls</li> </ul>	<ul style="list-style-type: none"> <li>Junior growth of 5%</li> <li>Increased participation in junior events</li> <li>Improved networking amongst junior facilitators</li> <li>Surpass YST school activity figures for children 'bowling'</li> </ul>	BCGBA Board, Development Committee, National Development Officer, County Development Officers and County Associations	Ongoing with Review January 2026	Kit Costs: £23,792

2025/2026							
Year	Area of Development	Key Objectives	Actions to Deliver Objectives	Success Criteria	Person/People Responsible	Timescale	Total Costs
	<b>Inclusion</b>	<ul style="list-style-type: none"> <li>To introduce the sport to all members of local communities</li> <li>To actively encourage participation to support health and well being</li> <li>To develop the 'Bowls for Health' programme</li> </ul>	<ul style="list-style-type: none"> <li>To deliver funded 'Bowls for Health' programmes, in conjunction with the BDA</li> <li>To work with Active Partnerships at a national and local level</li> <li>Provide all CDO's with an 'Inclusion Kit' – 2 x Bowls Arms, 4 x Bowls Lifters, Walking Frame (split over two years)</li> <li>Source manufacturer for a crown green wheelchair</li> </ul>	<ul style="list-style-type: none"> <li>Support a minimum of 10 'Bowls for Health' programmes</li> <li>To develop a portfolio of case studies to support the objectives</li> <li>To evidence membership growth from people with additional support needs</li> </ul>	BCQBA Board, National Safeguarding Officer and Development Committee (Support from BDA Club & Community Officers)	Ongoing with Review January 2026	Kit Costs: £5,272 per year for two years
	<b>Support</b>	<ul style="list-style-type: none"> <li>To give support to all affiliated Clubs, across all Counties</li> <li>To ensure that the National Development Strategy is delivered with consistency</li> </ul>	<ul style="list-style-type: none"> <li>County Development Officers – recruitment and accountability – increase honorarium to £1,000</li> <li>National Development Officer/Coaching Co-Ordinator – 3 days/week £16,000</li> </ul>	<ul style="list-style-type: none"> <li>To see the actions within the NDS delivered across the Association</li> <li>To evidence targeted outcomes in line with the Strategy</li> </ul>	BCQBA Board and Development Committee	NDO/CDO Recruitment by April 2025  Ongoing with Review January 2026	£16,000 CDO's  £16,000 NDO/CC
<b>National Development Strategy Budget for 2025/2026</b>				<b>£109,512 for 2025</b>			

## Support for County Development Officers

To expect our County Development Officers to be able to implement sections of the National Development Strategy, without investment support, is not realistic. Therefore, the following will be provided to each County Association as part of this strategy:

- County Development Officer honoraria of £1,000 per year
- Project Support Budget of £1,000 per year
- Coaching Bursaries to the value of £900 per year
- 'Bowls Big Weekend' support with graphics, posters, communications, etc...
- A 'Club Development Kit' consisting of 12 sets of 'Thomas Taylor' bowls and 4 jacks – these will be rolled out in 2025 and 2026 with a value per CDO of £1,756
- A 'Junior and School Development Kit' consisting of 'Bowls Buddies' junior equipment and 8 sets of 'Thomas Taylor' junior bowls – these will be rolled out in 2025 with a value per CDO of £1,487
- A 'Disability and Inclusion Kit' consisting of 2 'Bowls Arms', 4 'Bowls Lifters' and a 4-Wheeled Walking Frame – these will be rolled out in 2025 and 2026 with a value per CDO of £659
- BCGBA Roadshow budget of £500 to hold an event for all Clubs within the County Association

This equates to a BCGBA development investment of over £7,300 per County – a significant investment, but one that needs to happen to enable us to achieve our goals. The 'Kits' will become the property of the County Associations but will be required to be audited on an annual basis.



## ***Moving the Sport Forwards into the Modern Landscape***

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