

ANNUAL REPORT 2021

Including Financial
Information



**BOWLS
ENGLAND**





WELCOME TO OUR 2021 ANNUAL REPORT

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PRESIDENT'S REPORT

PAUL ROBSON

These last 20 months have been unlike any others in our history. When I was inaugurated as President in February 2020, we had no idea what was to come. I was due to take 73 tourists to Spain just as the first lockdown was announced but I am now very thankful that we did not make that trip.

We moved in and out of lockdown throughout 2020 and, by the time we came to January of this year, things were still very dismal because it looked like we would have another year of the same restrictions. Then came the vaccine and the roadmap, and slowly but surely there was light at the end of the tunnel.

By the time we got to April it was becoming slightly clearer about the way ahead and many of our greens were allowed to open, but with very limited use. One of our first tasks was to re-arrange the Celebration Match programme. This would be for the third time since 2019 but we progressed and, even with restrictions still in place, 35 clubs and associations wanted to celebrate with us. The problem was that we could not put 48 bowlers back on the green until the 21st of June at the earliest. It wasn't decided until the week before that it would happen, but that's what we did. We travelled the country from Essex to Cornwall, Leicestershire to the South Coast and for 12 weeks we visited 32 clubs. A few pulled out along the way because they were not confident they could keep everyone safe and we understood their concern. I was not informed of anyone who contracted the virus because of our match programme, so I am very grateful to all the clubs and players for the responsible way you conducted yourselves.

We stopped touring for nearly 3 weeks to attend the National Finals at Royal Leamington Spa. All the counties did a wonderful job in completing their competitions to ensure we had a full complement of players to compete at the showpiece event.

I would like to thank the Bowls England staff for ensuring everything ran to schedule and for all their hard work to deliver the event in a successful and safe manner for all.

Way back in 2019, I was presented with a pair of knitted rink mascots in the form of male and female bowlers. With their Bowls England shirts and wood carriers, they stood around 40 cm tall and were of splendid quality. They were made for me to take on tour but that didn't happen so I decided we would take them on a grand tour of England, to every Celebration Match. We hoped to raise some money for charity and give one of you a chance to win them for a 50p ticket. The draw was made at the final match in September and they were won by a lady in Surrey. I am very proud to say that because of your generosity, £2300 will be presented to the Rainbow Centre near Portsmouth. Thank you to everyone for the magnificent way you responded and for a very enjoyable 2021 season.

We now look forward to the Golden Opportunity that next year will bring. To the Commonwealth Games and beyond!

I would like to take this opportunity to wish you all a happy, healthy and successful 2022 and to thank you all for allowing me the honour of being Bowls England President.



Paul Robson
President



CHAIR'S REPORT

DAVID TUCKER

I concluded last year's report by hoping that some form of normality would return to the 2021 season. Although the pandemic dictated what could and could not be done, we managed to have a fairly full season albeit in a different format.

Over the year the role of the Chair and Board has changed and we have become more transparent, professional and intent on demonstrating good leadership. The Board is responsible for leading Bowls England, deciding on strategy and direction whilst the day-to-day operations are left in the capable hands of the Chief Executive and his team.

Jon and I have an excellent working relationship, and over the past year we have really begun to see some great results from the various new initiatives. Personally, I would like to highlight the success of Bowls' Big Weekend. It was tremendous to see so many new faces taking to the greens across the country. What was also pleasing was to see the staff, Board, Performance squad and Presidential team attending events too. It felt like a brilliantly co-ordinated event, and the media coverage was well-deserved. I look forward to 2022's edition.

The Board continued to meet regularly either face to face or virtually. Following Director Elections, I can report that both Margaret Docherty (Competitive Events) and Foster Johnson (Governance) have been re-appointed for a further three years. Stephen Hemsley (Finance) was nominated unopposed and will also serve a further three years. Following interviews for an Independent Director Anna Molony has been re-appointed by the Board for a further three years. The Board decided to increase the number of Independent Directors to three and I am pleased to welcome Jo Doust from Sussex who has a wealth of sports knowledge and experience. His appointment will also be for three years.

Competitive play did not start until July and despite time constraints we managed 18 days of our National Finals, mainly thanks to our hard-working staff. For 2022 there will be some changes to the Championship formats, which we have made following extensive feedback. The formats for 2021 were introduced to help everyone deal with the consequences of COVID on the summer, and in February these were not clear.

The Chief Executive's report sets out the highlights of our work and future proposals. I would mention that the budget forecasts were much better than anticipated and puts Bowls England in a sound position moving forward in order to continue building a brighter and better future for our sport and maximise the benefits of the Commonwealth Games.

Our 5-year strategic plan was launched, again following a mighty amount of consultation. This sets out our goals for the sport and how we plan to arrest the decline in participation. When I became Chair, I used a phrase –

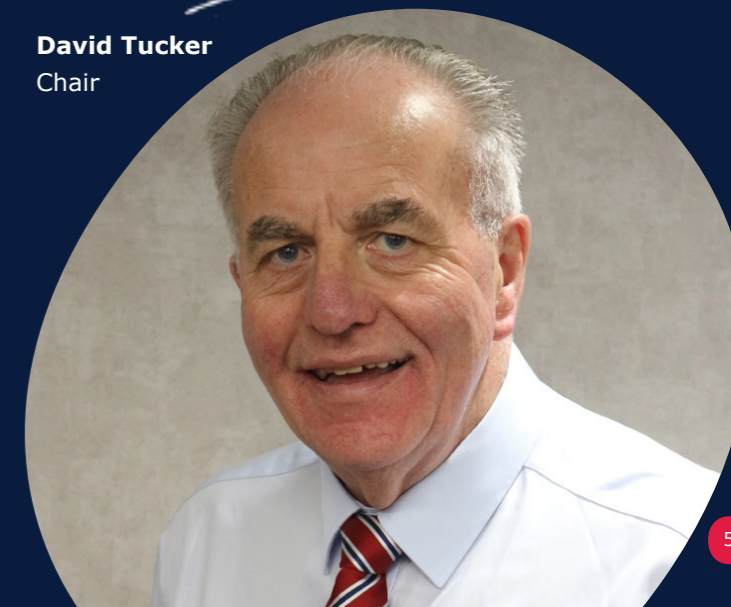
“We are in a changing world and if bowls is to survive, we have to embrace change at all levels”. Our new strategy, we believe, will allow bowls not just to survive, but to thrive.

I would like to thank the Board, staff and the many volunteers at both County and Club level for their dedication and hard work in keeping our sport going.

We all hope that 2022 will be a golden year for us!



David Tucker
Chair





CHIEF EXECUTIVE'S REPORT

JON COCKCROFT

On the 6th of January 2021, the country was plunged into a third national lockdown. With the vaccination programme in its infancy and no sign of a government roadmap, our concerns about the prospects for the outdoor bowls season intensified.

2020 had seen significant numbers of our clubs remaining closed, the national competition season cancelled and Bowls England shouldering a financial loss of almost £600k. It was unimaginable to entertain this happening again.

Resolved to avert such a predicament, we began an intense period of scenario planning with one clear objective – to get as many bowlers as possible, irrespective of their competitive level, back playing on the greens.

As we reflect on the year in this Annual Report, I am proud to say we did just that. What's more, our financial position has finished over £275,000 better than originally budgeted.

With the help of a further four iterations of coronavirus guidance, almost all our affiliated clubs opened for business, greens sprang into life and, when the dust settled, we recorded only a 12% reduction in playing numbers. Whilst this decline is sobering, we are optimistic that 88,000 bowlers is our nadir in terms of participation levels. With the exciting plans to make our sport more accessible, we are better placed to embark on a period of growth.

Bowls' Big Weekend encapsulated the start of a new chapter for Bowls England. By mobilizing over 700 clubs, we harnessed the power of our collective and had a national story to tell, giving people a reason to write and talk about our undervalued sport. Our galvanizing role as the governing body played out in the development of a brand identity, delivering resources to clubs and supporting volunteers to put on a good experience. Symbolically, I was delighted to see board members, England players, the Presidential Team and staff immersing themselves into local activity across the country. Over the weekend, the bowls community were all one big team, punching above our weight and making a difference.

It was particularly encouraging for me to witness the reaction of new bowlers to their first experience. Despite the many artificial barriers we have put in potential players' way, the pull of the challenge is undoubted. I had to prize my 6-year-old off the greens at Ben Rhydding and Topsham Bowls Clubs this summer such as his fascination and obsession with getting close to the Jack.

I would like to thank and credit all the club leaders across the country for the can-do approach to returning to play last summer, the diligence in navigating your respective clubs through the government guidelines and to those who embraced recruitment initiatives. The energetic dedication of our club volunteers is the heartbeat of our sport, and we look forward to celebrating the best of these efforts through our communications and our inaugural annual Awards event.

At our new-look National Finals, we crowned 29 champions on the greens of Victoria Park to complete an almost full programme of National Championships and Competitions. It was wonderful to see the images of jubilation and joy on the faces of the victors. I was particularly touched by Wayne Wilgress and John Tufts, the Men's Pairs winners from Norfolk, posing with their young families after securing a win enjoyed by thousands of viewers of our live streaming. The skill on show and the intense rivalry also told me that there is a huge opportunity to attract more spectators, and not to write off bowls as a spectacle as some observers seem to do.

We were delighted that our ambition to deliver a full programme of competitions was rewarded. The decision to change the formats, made after two consultation meetings with our county colleagues, gave us the confidence to proceed despite the uncertainty of whether restrictions would be lifted in line with the government roadmap.

As we were all going about our lives relatively freely in July, it was easy to forget the limits on numbers on the greens and the restrictions around the 'rule of 6'. The changes meant we had bought more time if needed.

Not only did thousands enjoy their first taste of national competition since 2019, the move also sparked a healthy debate on the optimal game formats for the future. The survey we conducted in August resulted in us reverting back to more traditional formats – notably adding a bowl back into the Pairs and Triples and increasing the length of the Fours to 18 ends. We are pleased this has been well-received by current players.

Questions remain about how we attract new players, particularly those of working age, into playing competitively and arrest the steady decline in Championship entries.

There is little doubt that growth is occurring in sports where their offer is shorter, more flexible and complements people's busy lives. Indeed, we are seeing this for ourselves as our mixed competitions continue to grow.

Also largely unaffected was our Celebration Match schedule. For those who aren't aware, this is when a Bowls England team competes against clubs who might be celebrating an anniversary and we encourage those clubs to use the event to bring their club to life. You can read more about these later in this report. Moving forward, we'd like to broaden the reach of these matches by encouraging clubs to engage beyond their team, promote them in the local community and use them a platform. We also aim to broaden the net in terms of who can enjoy the honour of playing in the Bowls England team.

At the top level of our sport, our preparations for next year's Commonwealth Games continued in earnest. Whilst international travel restrictions put paid to our original plans, we still managed a comprehensive schedule of training sessions and matches during 2021. It was great to host a four nations event at Victoria Park in July. It was encouraging to see the new greens open for this event and then our National Finals. It was a big decision from the Birmingham 2022 organisers and Warwick District Council to relay the surfaces, and we are optimistic that they will continue to improve and that they will do justice to our longer-term ambitions of Victoria Park truly being the Lord's of lawn bowls.

The commitment of the England players through this COVID-affected period has been exemplary. Whilst balancing other commitments, a lot more is being asked of them in terms of physical and psychological preparation as we work hard to 'professionalise' the approach. I have been struck by the positive spirit in the squad and, with the good management in place, I have every confidence that they will do us all proud when they step onto the greens in their England shirts next July.

As our sport bounced back from a challenging 2020, it has been a year of transition for the Bowls England staff team and we are now in a much stronger position to be able to execute our strategy. We completed the reorganisation of our team and welcomed seven new faces to replace a number of outgoing staff. Our new recruits have brought fresh energy, new ideas and specialist expertise to their areas. We have continued to embed more robust business processes into the way we work from operational planning to financial management, from HR systems to brand management. After almost 18 months of working from home, October saw the team return to the Riverside House offices as part of a hybrid working model. The ease with which our new team has gelled together and begun collaborating effectively bodes very well, and I would like to extend my thanks to all the staff members, past and present, for their commitment to Bowls England over the last 12 months.

Our staff team is emboldened by the positive relationship we have with the Bowls England board. In 2021, six board meetings took place providing an open, constructive environment to assess progress, check and challenge our day-to-day activities and decide on our future policy direction. In July the board approved the recommendations of the Governance Working Party, led by Foster Johnson, which you can read about in more detail further on. We expect a similarly positive outcome with our review of our disciplinary policies and processes, which began under the stewardship of Adam Tanner in December.

I would like to thank our Chair, David Tucker, for his personal encouragement and support throughout the year. As we navigated uncharted waters, David's knowledge of our sport, measured approach and innate ability to ask the right questions was invaluable in terms of us making the very best of the circumstances in which we found ourselves.

Finally, 2021 saw the launch of our new strategy Fit for the Future. This document is shaped by insight and will guide our work over the coming years. Bowls England has never had a long-term strategy and I hope this document provides everyone who cares about our sport with a sense of purpose, direction and togetherness as we take on the challenges of developing and growing our game.

By this time next year, the home Commonwealth Games will have been and gone. I hope we will all be able to look back on 2022 with a great sense of pride and fulfilment that we have grasped this golden opportunity.

Jon Cockcroft
Chief Executive



CLUB SERVICES AND DEVELOPMENT



In 2021, we saw a 12% decline in affiliated members from 103,894 to 88,516. Whilst bowls participation has been in systemic, generational decline, the annual loss since 2007 has been in the region of 2% and so this drop is clearly related to COVID.

We believe our efforts have helped reduce this decline and many of those who didn't play last year will return to the sport when there is more confidence in the public health situation. Furthermore, our increased emphasis on recruitment initiatives is already having a positive impact, which will be seen in these figures next year and beyond.

A crucial element of our work is focused on providing a first-class service to our affiliated clubs. This section provides an overview of how we supported our affiliated clubs throughout 2021 and mitigated the impact of the global pandemic.

COVID

Providing support to enable clubs to navigate through the challenges of COVID dominated our work in 2020.

A survey in early 2021 showed that the vast majority of respondents were keen to return to the green. At this stage, however, there were still many questions unanswered as to what sort of season would be possible.

With this in mind, the Bowls England team reviewed the impact of COVID, with the aim of ensuring a safe return for all to our sport. We then developed a robust COVID Contingency Plan to enable the sport to navigate through the government roadmap and get as many people back bowling as possible.

The COVID Contingency Plan was shared with County Associations at the Annual General Meeting in February – with the aim of enabling the season to go ahead as normally as possible but leaving flexibility to react quickly and efficiently to any challenges.

We continued to provide guidance to clubs and counties during the year, and fielded a significant number of enquiries. The vast majority of restrictions were removed in May, which eventually meant that our sport could open up far quicker than had originally been thought.

In undertaking this work, we have been mindful that the well-being of our community is paramount and we will continue to ensure that we comply with all COVID government guidelines in 2022.

BOWLS' BIG WEEKEND

In 2021 we launched Bowls' Big Weekend, lawn bowls' first National Open Weekend initiative

It was a carnival for our sport, with record numbers of people flocking to clubs across the country at an average of 26 new participants per club. 23% of attendees were between 35 and 55, and 45% between 55 and 70, meaning we managed to attract a younger audience. Also positive was that attendance was evenly split between the genders, and there were many fantastic images of families enjoying the game together.

This was the biggest single national recruitment campaign the sport has ever run, with more than 700 clubs signing up and opening their doors to potential new players. Clubs received a suite of marketing material and event resources, all carrying the new Bowls' Big Weekend branding, and many clubs joined educational webinars to help them put on a great event. Our performance team, board and staff took to the road to offer their support across the country.

And in the build-up to the weekend, media coverage exploded – putting bowls firmly in the spotlight. Bowls appeared on TV, online or in a newspaper 670 times over the two week period in the run up to the weekend. Highlights included BBC Breakfast sports presenter Mike Bushell attending Colchester BC in Essex, alongside a number of features on local radio and TV across the country.

Over 22 million people saw the event, and bowls generally, through the publicity - a remarkable window into our sport.

We will be running Bowls' Big Weekend again in 2022 from Friday 27th to Sunday 29th May, so make a note of the date. We learned a lot from this inaugural year and look forward to working with affiliated clubs to showcase our sport once more.

LOANS, BURSARIES AND FUNDING

All affiliated clubs are eligible to apply for an interest-free Club Loan to enable them to make an important capital investment. As at 30th September 2021 a total of £356,966 was out on loan to support clubs, with a further £51,292 promised.

We also provide a dedicated facility to enable affiliated clubs to search for potential grant funding opportunities via our partner Grant Finder. More than 8,000 affiliated members have signed up to access the system, with more than £90,000 raised from 107 applications for grants.

We are also delighted to have partnered with the fundraising website, easyfundraising, which can help clubs generate additional income. It's completely free and is already being used by lots of bowls clubs up and down the country. 103 clubs have already signed up and received over £2,000 in donations to date.

GREENS MAINTENANCE

We recognise that a quality playing surface is vital to the enjoyment of our sport at all levels. We are keen to ensure that our clubs have access to specialist advice when they need it most.

Our Greens Maintenance Advisory Service provides FREE, practical and independent advice and assistance to clubs regarding all issues related to the bowling surface.

The past year has seen 83 clubs benefit from greens maintenance advice. Club greenkeepers can also apply for a Greens Bursary of up to £200 a year in support of their attendance on an approved greens maintenance course.

CELEBRATION MATCHES 2021

The Celebration Match calendar for 2021 was extremely busy as several matches had been postponed from 2020. The Presidential Team did a brilliant job attending matches all over the country and some very competitive and high-level matches were played in great spirits. Celebration Matches are a great opportunity to play against and meet players from across the country and some clubs were fortunate to be playing against members of the England and high-performance teams, representing the Bowls England side. The fixtures were all well attended by members and visitors to the club which offered the host clubs the opportunity to showcase themselves to the wider community.

Tue 22	June	Courtauld Halstead B.C. Essex.
Wed 23	June	Frinton B.C. Essex.
Thur 24	June	Writtle B.C. Essex
Mon 28	June	Holt B.C. Wiltshire
Tue 29	June	Wiltshire Ladies @ Supermarine BC
Wed 30	June	Winscombe B.C. Somerset.
Tue 6	July	Horsell B.C. Surrey.
Wed 7	July	Woolston & District B.C. Hampshire.
Tue 13	July	Dunmow B.C. Essex
Wed 14	July	Saffron Walden Town B.C. Essex.
Thur 22	July	Ross on Wye, Herefordshire.
Tue 27	July	Rosemount B.C. Sussex.
Wed 28	July	Staplecross B.C. Sussex.
Thur 29	July	Cobham B.C. Kent.
Mon 2	Aug	Market Overton B.C. Leicestershire
Tue 3	Aug	Bowls Leicestershire @ Knighton B.C.
Wed 4	Aug	Kislingbury BC, Northants.
Thur 5	Aug	Brackley & District BC, Northants
Mon 9	Aug	Barnstaple United Services B.C. Devon.
Tue 10	Aug	Great Torrington B.C. Devon.
Wed 11	Aug	Feniton B.C. Devon.
Thur 12	Aug	Honiton B.C. Devon.
Mon 16	Aug	Wolvey B.C. Warwickshire.
Tue 17	Aug	Rugby Railway B.C. Warwickshire
Tue 7	Sept	Buckfastleigh B.C. Devon.
Wed 8	Sept	Callington B.C. Cornwall.
Thur 9	Sept	Camborne B.C. Cornwall.
Tue 14	Sept	F.O.E.B. @ Alexandra B.C. Hampshire
Wed 15	Sept	Southampton & District BA
Thur 16	Sept	Bowls Hampshire @ Woolston



CIVIL LIABILITY INSURANCE

When things happen that are out of your control, it's important to have the right insurance in place – protecting you, your Club and your members from the unexpected.

We have entrusted Sutton Winson to provide Civil and Employers' Liability to our affiliated Clubs and organisations. This policy, amongst other benefits, includes:

- Wider protection than a standard Public Liability policy
- Directors and Officers Liability, including Trustees
- No additional hidden fees
- Low cost premium

It is estimated that those clubs who take this insurance cover save on average £450 per year in comparison to arranging the same cover separately.

BOWLS DEVELOPMENT ALLIANCE (BDA)

Sport England funding is channelled through the BDA in support of all of the bowls codes. We have worked closely with the BDA in a number of areas over the past 12 months, most notably Bowls' Big Weekend and the development of a number of Club Hubs



across England to provide specialist support on the ground. We are also working with the BDA to increase the diversity of people playing our sport, and this has included dedicated work on disability and inclusion. The BDA's services are only available to outdoor flat green clubs which have affiliated to Bowls England.

COMING FOR THE 2022 SEASON...

We are currently exploring other benefits as we always look to provide more support to our clubs based on feedback over the past 12 months.

These include:

- **Access to a national Pay and Play booking system**, allowing your club to easily promote spare capacity on your greens and drive revenue from a large market of potential bowlers who just want to book a rink.
- **Access to a new, casual form of lawn bowls** enabling your club to attract and engage bowlers who wish to play more informally.
- **Access to a Club Health Checker** which allows affiliated clubs to be able to assess the health of their club. It will provide recommendations on how to become more effective and sustainable, and Bowls England and BDA staff will follow up with support where appropriate.
- **Improved club resources** to help you to run your club including updated Model Constitution, job descriptions for key club officers and financial management advice.
- **New opportunities** including cashless payment and preferential rates for defibrillators to keep your members and visitors safe.





COMPETITONS AND EVENTS

NATIONAL COMPETITIONS AND CHAMPIONSHIPS

In February 2021, there was little clarity as to how the situation with COVID might play out. We were therefore delighted to have completed a season during which very few matches were cancelled, a successful National Finals event was run and, most importantly, everyone was able to get back on the green and enjoy playing our wonderful sport.

Motivated by a desire to develop Bowls England's major events, enhance the experience of spectators and create a COVID-safe environment for all in attendance, 2021 saw the National Finals reduced to 18 days from 30. This would also enable all counties to schedule their competition dates in line with the government roadmap.

FORMATS

Shorter formats were utilised to enable clubs, counties and BE to play more games on one day to assist with scheduling within a compact playing season.

The reaction to this was mixed and, following our Competitors Survey at the end of the season which received 3.5k responses, we have ensured the formats are amended for 2022.

QUALIFIERS

Qualifiers for the National Finals in Championship events were reduced to 48. The 13 counties who collected the most entries received two representatives.

Following strong feedback from the County Representatives at the 2021 Counties Conference, the 2022 National Finals championship draws will be an open draw, resulting in the possibility of counties with an A & B team being drawn against each other in their first match.

COMPETITIONS

The Amy Rose Bowl was played regionally and not solely at Victoria Park due to limited availability at the National Finals to host all the rounds. The year also saw the cancellation of the Sutton Winson Under 18s Singles and Pairs, again as a result of the COVID restrictions. Options for 2022 are currently being considered. Due to time restraints, 2021 saw all double rink Inter-County events regional finals held on one day at a variety of venues. This provided a logistical challenge for all parties involved.

2022 will see the return of all events played on different weekends, enabling players to play in both the junior and senior events.

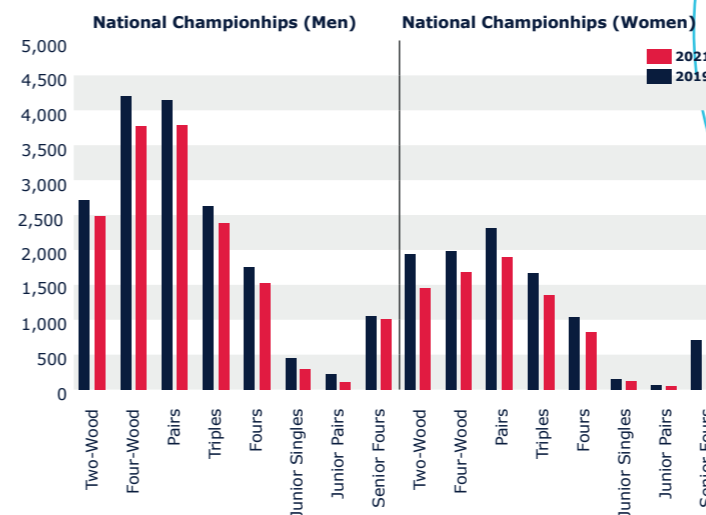
2021 also saw the Middleton Cup and Johns Trophy played to a knock-out format, due to scheduling issues surrounding COVID. At the Counties Conference 2021, there was clearly a divide in opinion on the best course for this moving forward.

Looking ahead, we will deliver an annual programme of national competitions which provides a structure and environment for all players to be feel challenged, rewarded and committed to our sport. In 2022, this will include the introduction of regional finals in a number of our national National Competitions. This will be a great way to showcase clubs across the country, use the local profile to attract new players, generate income for clubs and see some of the region's top players in action.

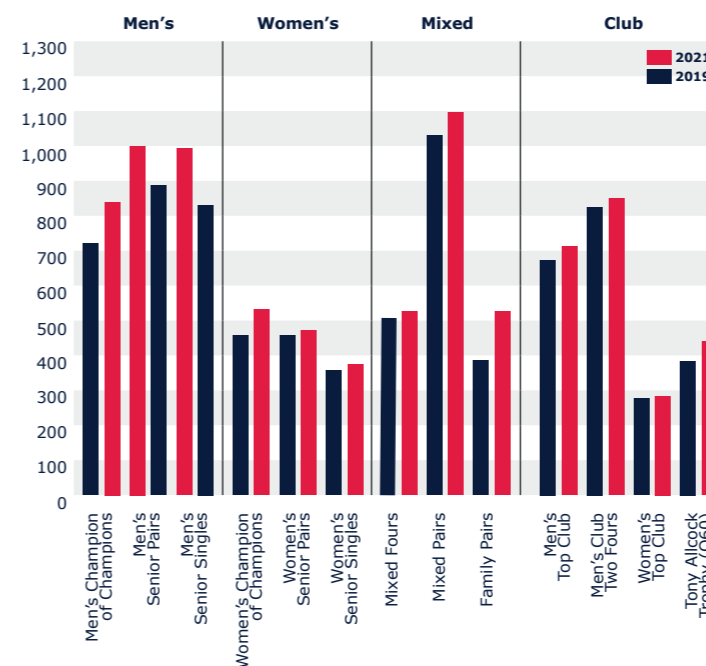
Following the recent counties meeting we will investigate the idea of centralizing championship entries from the BE Competition Portal for those counties who wish to take up this idea.



NATIONAL CHAMPIONSHIP ENTRIES 2021 – YEAR ON YEAR



NATIONAL COMPETITION ENTRIES 2021 – YEAR ON YEAR



TRENDS

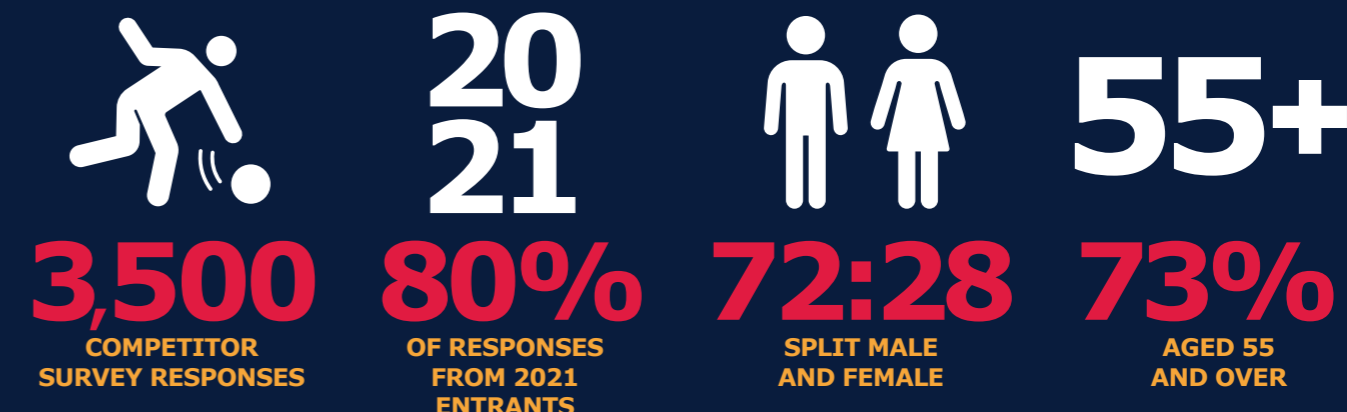
NATIONAL COMPETITIONS (ORGANISED BY BOWLS ENGLAND FROM OUTSET):

- ↑ Individual and Inter-Club competitions increased year on year
- ↑ Significant increase in Family Pairs

NATIONAL CHAMPIONSHIPS (ORGANISED AT COUNTY LEVEL UNTIL THE NATIONAL FINALS):

- ↓ All events down with exception of Senior Fours
- ↓ Significant drop in participation in Women's events
- ↓ All entries across all the Women's and Men's Championships fell year on year

COMPETITORS SURVEY 2021



NATIONAL FINALS 2021

ANNUAL REPORT

ON THE GREEN

Royal Leamington Spa was once again the stunning setting for our National Finals in 2021. Following the cancellation of all national and international events in 2020 due to COVID, we were delighted to be able to provide the opportunity for competitive bowls once again in 2021.

The stars of the show during the National Finals were undoubtedly two players from the west of the country – Sam Tolchard and Stef Branfield.

Tolchard, representing Devon, showed the class that has taken him to the past three Commonwealth Games to claim both the Two-Bowl and Four Bowl Singles championships – and he narrowly missed out on the Pairs' title, losing in the final with club mate Louis Ridout against Norfolk's John Tufts and an inspired Wayne Willgress.

Branfield hails from the Clevedon club in Somerset made famous by the legendary David Bryant CBE and, like Tolchard, claimed the Two-Bowl and Four Bowl Singles championships. Branfield nearly made history by winning the Champion of Champions title as well but lost in the final to Ellen Falkner MBE.

One of the highlights of the finals saw Wiltshire sisters Katy and Lucy Smith score four shots on the last end to overcome a three shot deficit to defeat Surrey's Sharmishta Patel and Margaret Smith. This was one of the three events that was broadcast on our YouTube and Facebook channels for the first time and created a memorable result for those watching both in the stands and online.

Bright sunshine engulfed Victoria Park for the final day of the National Finals, with four inter-county events reaching their climax including both of the junior team events and the atmosphere generated across all five greens created a fitting finale.

To enable clubs and counties to adopt a more flexible approach in the qualifying rounds as we navigated through the easing of COVID restrictions, all inter-county events were held on a knockout basis with the finals of the Middleton Cup, Johns Trophy and all inter-club finals being held outside of the national finals.

Kent, who had been finalists three times in the past four years of hosting the event, claimed the Middleton Cup thanks to their win over Northamptonshire, whilst in the Johns Trophy Devon prevented Surrey from claiming a hat-trick of titles with a thrilling 113-111 victory.

The inter-club finals were held on the following weekend, and produced two tense finishes to bring the domestic season to a thrilling end. Banbury Central, Oxfordshire, scored one shot on the last end of the final to claim the Tony Allcock Trophy against Bromley, Kent – who then went on to claim the vital shot on the final end of the Fours in the Men's Top Club trophy final against Culm Vale, Devon, with the match score tied at 2-2.

The support for players from their clubs and counties was, as always, electrifying.

Often teams with the most vocal support (the Women's Fours Champions from Essex, for example, or the Men's Fours from Cumbria) found that little bit extra to see them to glory.

TICKETING

Tickets were sold in advance of the event using the online ticket sales platform Eventim. Using this platform we sold 7302 tickets generating a gross sum of £31,597. We also sold tickets on the door and this generated £11,694 gross income. A variety of ticket pricing options were offered - adult tickets (£4 in advance), U18 tickets (£1 in advance) and full event passes (£48 adult and £12 U18) available to purchase.

Ticket revenue enabled us to enhance the offering to spectators, both in the Park and at home. After a number of years away, temporary seating returned to the National Finals. This was erected around three sides of A green and one side of B green providing 1204 seats for spectators.

The stands were well received by spectators and helped to create a 'show green' on A Green where the majority of finals were played. There was also a more professional feel around the event with branding and sponsor logos visible across the site. There were some learnings around how we maximize the amphitheatre of A Green, whilst also delivering the right experience for finalists, including presentation timings.

LIVE STREAMING

Due to the income from tickets, we were also able to live stream three days of the action. We had initially planned to broadcast just two days (the final stages of the Men's and Women's Pairs), but due to the demand and success we were able to add an additional day (the final stages of the Mixed Pairs).

The live stream was broadcast on our YouTube and Facebook channels and has had a total of 76,948 and 109,000 views respectively across the two platforms to date.

This was a great triumph and showed the appetite for more days to be live streamed next year. We hope to be able to offer this as it is a great way to showcase the best of our sport to those people who are unable to attend Leamington.

VOLUNTEERING

2021 was the first time a formal volunteering programme had operated at the event and we were delighted to welcome 51 volunteers during the course of the Finals in a range of roles from live scoring to ticketing and wayfinding. We aim to grow the volunteering programme for 2022 and welcome more volunteers.

FAN ZONE

New for 2021 was a Fan Zone which included six different food vendors rotating throughout the event alongside a permanent bar and coffee trailer. Also in the fan zone was the retail village where spectators and players could purchase bowls equipment, visit an area dedicated to David Bryant, with friend David Rhys Jones presenting a vast amount of his memorabilia, as well as peruse a number of our partners' & sponsors' stands.

We were also pleased to welcome Counties, Friends of English Bowling and a number of our partners and sponsors to the event, who enjoyed hospitality organised in conjunction with Royal Leamington Spa BC.





NATIONAL FINALS 2021 ROLL OF HONOUR

EVENT	WINNER	CLUB	COUNTY	RUNNER UP	CLUB	COUNTY	SCORE
MEN – NATIONAL CHAMPIONSHIPS							
Singles	Sam Tolchard	Kings	Devon	David Bolt	Silksworth	Durham	21-12
Pairs	John Tufts & Wayne Willgress	Norfolk BC	Norfolk	Louis Ridout & Sam Tolchard	Kings	Devon	15-6
Triples	Christopher Muir, Steve Gunnell & Edward Morris	Essex County	Essex	Kevin Phillips, James Hampton & Lee Phillips	Topsham	Devon	18-11
Fours	Stephen Cook, Ian Williams, James Park & David Forster	Workington	Cumbria	Tom McGuinness, David Ross, Kirk Smith & John McGuinness	Gerrards Cross	Buckinghamshire	20-5
Two-Bowl Singles	Sam Tolchard	Kings	Devon	Edward Morris	Essex County	Essex	17-13
Junior Singles	Jordan Philpott	Royal Mail Cart	Lincolnshire	Harry Goodwin	Kings	Devon	21-16
Junior Pairs	Kieron Kniveton & Harry Goodwin		Devon	Adam Pitfield & Nathan Betts		Northamptonshire	15-11
Senior Fours	Brett Arkley, Tony Humphries, Alan Theobald & Alex Bryden	Dunston	Durham	Howard Else, Paul Williamson, Leonard Hale & Irvine Powdrill	East Leake	Nottinghamshire	16-11
WOMEN – NATIONAL CHAMPIONSHIPS							
Singles	Stef Branfield	Clevedon	Somerset	Chris Mitchell	Purton	Wiltshire	21-16
Pairs	Lucy Smith & Katy Smith	Westlecot	Wiltshire	Sharmishta Patel & Margaret Smith	Sutton	Surrey	17-16
Triples	Sophie Tolchard, Emma Cooper & Harriet Stevens	Kings	Devon	Kat Hornbrook, Zoe Hollins & Charlotte Emanuel	Milford	Surrey	22-9
Fours	Hayley Kenny, Michelle Squires, Serena Madgewick & Rebecca Smith	Clockhouse	Essex	Louise Williams, Brenda Benney, Nicola Ellis & Frances Phillips	Helston	Cornwall	20-13
Two-Bowls Singles	Stef Branfield	Clevedon	Somerset	Katherine Hawes	Oxford City & County	Oxford	16-9
Junior Singles	Kat Bowman	Thringstone	Leicestershire	Alice Lovett	Oakley	Hampshire	21-10
Junior Pairs	Rebecca Moorbey & Chloe Brett		Huntingdonshire	Nicole Rogers & Emma Cooper		Devon	18-14
Senior Fours	Kirsty Cox, Anne Burchell, Caroline Cullum & Glenys Bolt	Cleethorpes	Lincolnshire	Lesley Johnson, Alice Atwell, Hazel Marke & Margaret Holden	Alton Social	Hampshire	17-12
MEN – NATIONAL COMPETITIONS							
Senior Singles	Grant Burgess	Chester Road	Worcestershire	Grant Osborne	Sandy Conservative	Bedfordshire	21-17
Senior Pairs	Stuart Stephens & Jim Garner	Branksome Park	Dorset	Ray Gaskins & Howard Watts		Oxfordshire	17-10
Champion of Champions	Jamie Chestney	Culm Vale	Devon	Mark Royal	Rookery	Suffolk	21-11
WOMEN – NATIONAL COMPETITIONS							
Senior Singles	Sandra Maguire	Forest Oaks	Nottinghamshire	Janet Williamson	Hyde Abbey	Hampshire	21-18
Senior Pairs	Moirra Self & Julie Spice		Suffolk	Kirsty Cox & Caroline Cullum		Lincolnshire	17-16
Champion of Champions	Ellen Falkner MBE	Littleport	Cambridgeshire	Stef Branfield	Clevedon	Somerset	21-8
MIXED/OPEN – NATIONAL COMPETITIONS							
Mixed Pairs	Elaine Score & Edward Morris		Essex	Sue Allen & Mark Walton		Yorkshire	23-5
Mixed Fours	Amy Cheeseman, Christine Hewison, Tom Bishop & Michael Cheeseman		Kent	Ellen Falkner, Cheryl Salisbury, Jamie Barker & Scott Walton		Cambridgeshire	13-11
Family Pairs	Scott Walton & Mark Walton		Cambridgeshire	Scott Ashby & Graham Ashby		Warwickshire	17-13
INTER-CLUB EVENTS							
Men's Club Two Fours	Reading		Berkshire	Burton House		Lincolnshire	28-22
Men's Top Club	Bromley		Kent	Culm Vale		Devon	3-2
Women's Top Club	Kings		Devon	Appleyard		Kent	4-0
Tony Allcock Trophy	Banbury Central		Oxfordshire	Bromley		Kent	28-27
INTER-COUNTY EVENTS							
Middleton Cup	Kent			Northamptonshire			121-111
Balcomb Trophy	Northamptonshire			Hampshire			40-34
White Rose Trophy	Buckinghamshire			Northamptonshire			42-30
Johns Trophy	Devon			Surrey			113-111
Walker Cup	Lincolnshire			Kent			47-29
Amy Rose Bowl	Somerset			Hertfordshire			48-33



YOUR COMMONWEALTH GAMES SQUAD 2022



Craig Bowler



Nick Brett



Jamie Chestney



Natalie Chestney



Sian Honnor



Amy Pharaoh



Gill Platt



Louis Ridout



Kieran Rollings



Sam Tolchard



Sophie Tolchard



Chris Turnbull



Jamie Walker



Mark Wherry



Sue Wherry



Michelle White



Jamie-Lea Winch



Alison Yearling

Watch the team take on the rest of the world on the Victoria Park Greens this summer. Head to our website to find out the latest information.

INTERNATIONAL PERFORMANCE



Throughout 2021, COVID remained a significant element in the planning and preparation for the Performance Squad ahead of Birmingham 2022.

Despite the significant logistical and legislative challenges, the squad has completed a thorough programme and contested a number of international matches. This has been achieved through substantial efforts by players, selectors, management and clubs throughout the bowls community.

BUILDING ON 2020

As you will see from the box below, a number of key goals for 2020 have now been adopted. In particular, working closely with Loughborough University, our Performance squad now follow specific nutrition plans, have physical targets, and have access to a sports psychologist.

Similarly, we have placed a greater emphasis on inclusivity, particular with regard to integration with Disability Bowls England. The first ever combined training camp was convened in June 2021 at Waddesdon, Buckinghamshire, and the July Internationals saw both squads compete against Home Nations rivals.

Bowls' Big Weekend 2021 demonstrated greater media alignment, as the Performance Squad visited clubs across the country.

2020/21 OBJECTIVES

A number of key objectives were set out in the 2020 Report. Key amongst these were;

1. A broader, more holistic, approach to team building, mentoring, sport science, and coaching.
2. Integration with the Disability Bowls England Para Squad.
3. Aligning media goals between Bowls England and the grassroots activities.

2021 YEAR REVIEW

The 2020 International calendar was devastated by COVID, with the cancellation of the World Bowls Championships restricting opportunities for the team to play competitive matches. The traditional rota of test matches suffered a similar fate due to the restrictions on international travel.

In 2021, however, the Performance Squad competed in 40 matches consisting of 220 games, securing a 72% win ratio. This was a considerable achievement given the ever-present challenge of COVID and the constantly changing guidelines.

From December 2020 to February 2021, the Team Management developed the concept of 'The Virtual Training Camp.' This employed specific data on each player and delivered statistical feedback to help highlight potential areas for players to focus their training and development. Additionally, time was spent on techniques to aid teamwork and creating a positive atmosphere to allow team members to thrive.

The first opportunity for the Performance Squad to meet in person was at Oxford City & County BC in May 2021. The squad conducted a series of internal match-plays and assessments, allowing the group and the team management to measure the effects of the enforced break. It was fantastic to also welcome Disability Bowls England to these sessions. The event was highly successful, creating a real sense of competition amongst all the participants.

MATCHES RETURN

After completing the Oxford Camp, the squad travelled to Essex County BC to play in a two-day Test Match against Ireland, whose players were also seeking to secure their place at Birmingham 2022. This was squad's first competitive match since 2019. The format across the two days mirrored what the players could expect in the Commonwealth Games, and delivered a resounding victory for our players.

June 2021 saw two key events on the road to Birmingham. Brampton Bowls Club, Huntingdonshire hosted a training camp which featured a match between the Performance Squad and an International Select side from the North and East Regions, with 16 player squads chosen by regional selectors and international team managers.

Later in the month there was a second training camp at Waddesdon, Buckinghamshire, also involving the DBE squad.

HOME NATIONS

July 2021 heralded the Home Nations Test Series. Squads from Scotland, Ireland and Wales descended on Victoria Park to play out four days of fierce competition on the green. Given the trials and tribulations of the previous five months, it was an incredible achievement to host this and our thanks goes to everyone involved for a marvellous event.

The England side was by now really finding their rhythm, and secured 23 victories out of a 32-match rota. The squad itself was beginning to take shape.

Ahead of the National Finals in August, the squad had the opportunity to honour and remember one of the sport's greatest players, David Bryant CBE. David's old club, Clevedon BC in Somerset, played host to a two-day regional event. This was a mirror of the Brampton BC fixture in June, as the Performance Squad faced a side from the South and West Regions in this instance.

NATIONAL FINAL SUCCESS

The National Finals saw a number of the squad – and management! – take to the greens in Leamington in pursuit of glory. Several – Sam Tolchard, Ed Morris, Sophie Tolchard and Jamie Chestney – won one of our National Championships or Competitions. Women's Champion of Champions Ellen Falkner MBE, one of the most famous names of our sport, would shortly announce her plans to

move to Australia to join their performance set-up as a coach, thus abandoning her aims for a fifth Commonwealth Games appearance. We wish her all the best for the future.

As the summer drew to a close, Bowls Scotland hosted a second Home Nations Test Series in Ayr, Scotland. As the four-day event concluded, the Women secured victory in their competitions, with the Men finishing second behind their hosts.

The 2021 season was completed with a visit from the Malaysian National Squad to Desborough BC in Maidenhead, giving us another opportunity to hone our competitive skills. The squad played a series of matches in a friendly but competitive spirit.

LOOKING AHEAD

You will find on the previous page that we have now announced our squad for Birmingham 2022.

As we look forward to the Games, we will continue to employ the Virtual Training Camps in both January and February, followed by a team-building session in early March. A series of training camps will be held at Leamington Spa to optimise home advantage, followed by two Tri-Nation Test Serieses planned for May and June against Australia, Scotland and then Ireland and Wales.

Before the start of the Games, a Team England Immersion Day will be held at Loughborough University. This will be an opportunity to meet fellow Team England athletes from across all sports represented at the Games. As we look to offer our team every advantage, we have secured accommodation at Warwick College as the base for the Performance Squad, making it a short walk for the team to the greens at Victoria Park.



COACHING

2021 was a year of consolidation following the upheaval of COVID restrictions for our coaching arm, Coach Bowls. To continue to deliver high quality services to its members and the wider bowling community, they successfully adapted all courses and modules to include remote delivery of the theory aspects, while creating close relationships with clubs to secure high quality, safe environments for the practical aspects of the courses.

Coach Bowls provides a range of training opportunities to enable our clubs, coaches and county associations to provide a safe environment for all participants. This year 1000 training opportunities have been accessed!

In the previous 12 months, 20 practical qualification courses were delivered in addition to online theory sessions. These were predominantly delivered in the new Coaching Centres of Excellence that were established around the country, a new and exciting initiative for coaching.

A further 40 modules were delivered to support clubs and coaches, including a large number of safeguarding modules, which continue to be in high demand for clubs and coaches alike. The new online format has proved to be a useful way for our volunteers to access this invaluable training.

Monthly training and update sessions have been established for the tutor workforce and county coaching coordinators, ensuring that an ongoing dialogue with counties is established where there are representatives.

New Coaching Centres of Excellence are up and running in eight facilities around the country with four more due to start in early 2022. This exciting development ensures high quality access to practical courses as well as still providing opportunities for clubs and counties to apply for local courses to be run as before.

The Coaching Awards were restarted in 2021 and the final three coaches in each category had a wonderful day at the National Finals whilst being recognised for their invaluable work in our sport and receiving their certificates and trophies.

Additional modules have been drafted ready for delivery in 2022, including the re-launch of the Activator Module, which was paused during the past year. The remodelled course is a fabulous opportunity for club volunteers to get practical ideas for supporting the coaches on the green, especially on open days and new bowler sessions.

COMMERCIAL

In order to drive more funds back into the grassroots of the sport, it is important that we as a governing body look at our commercial income. As a sport, our proposition is unique in terms of our audience demographic.

We have spent time in 2021 laying some foundations for the future, with plans for 2022 being focused on outreach.

DENNIS MOWERS AND SISIS PARTNERSHIP

We were delighted to commit to a five-year partnership with Dennis Mowers and SISIS, who have become the Official Greens Maintenance Supporter of Bowls England.

The aim of the partnership is to improve playing surfaces up and down the country by engaging and educating greenkeepers. Dennis Mowers and SISIS will host educational seminars, develop online content and support the Greenkeeper of the Year Award, which recognizes the hard work of club volunteers.

Dennis Mowers is celebrating its 100th birthday in 2022 and, with it also being a huge year for lawn bowls, we look forward to bringing our partnership to life.

SUTTON WINSON PARTNERSHIP

Our relationship with Sutton Winson continues to flourish with a significant number of affiliated clubs taking out Civil and Employers Liability insurance through the Bowls England scheme. Sutton Winson supported the National Finals in 2021 and have sponsored the Club of the Year Award. We will be working together before the 2022 season to promote the Sutton Winson scheme, which provides affiliated clubs with savings on their premiums.



COMMERCIAL PARTNERSHIPS

We have undertaken a review of the partnership opportunities available with Bowls England and developed a presentation to sell these into prospective brands. We have also updated our sponsorship contract template so it is fit for purpose should we secure new commercial relationships. We are now in a position to more confidently reach out to the sponsorship market and we hope to engage some new partners, who can help us accelerate the delivery of our strategy.

RETAIL AND MERCHANDISE

Our relationship with Aceit continued through 2021 and we are grateful for their supply of apparel to the England squad and management, to Bowls England staff and to National Finals volunteers. Aceit operated its store during the National Finals with positive results and online sales returned to similar levels as before the pandemic, and in spite of changes to the shorts policy meaning competition players were not mandated to wear Bowls England branded shorts. More energy was invested in the marketing of the range and we hope to build on that during a home Commonwealth Games year.

To find out more on potential partnership opportunities with us, head to bowlsengland.com/partnership-opportunities



COMMUNICATIONS

In 2021, we have placed a big emphasis on improving the quality of our content in line with the Fit For The Future strategy. Our marketing and communications can play a big role across all of the five key priorities, but in particular 'Building The Brand Of Bowls'.

Our content-led approach was borne out of a determination to shine a light on all areas of our sport. That includes a new approach to international coverage, but also ensuring we provide content for the grassroots too.

We have also overhauled our email communications, with the primary goal of ensuring that everyone has access to the information that is relevant to them. Work continues on our website, and we've begun working on our plans for 2022.

NATIONAL FINALS

From a communications perspective, the National Finals are a window into our sport, so we approached it as such. The three days of live streaming, as mentioned elsewhere in this report, were a stunning success.

This demonstrated the appetite for live outdoor bowls, and the quality of the product was crucial as we look to attract new people to the sport.

We also used our social channels as less a direct way to follow the scores, but to give more atmosphere around the event, again for more casual fans. The website carried updates on all results, and following feedback we will be making tweaks both with this, the live scoring service, and the competitions portal for 2022.

CLUB LIFE

We have now published three episodes of Club Life, which are all available via our website and our various social media channels. This monthly series is initially exclusive to subscribers to the Club Together newsletter. We wanted to throw a spotlight on some of the great things going on across our fantastic Clubs at grassroots level, which in turn amplifies the accessibility of our great sport. We plan to do these monthly, so if you want to put your club forward, please let us know.

TELL US YOUR STORIES!

Our new content led approach needs you!

We want to amplify all the wonderful stories from across the sport – characters, achievements, charity work, recruitment victories, or anything at all. But we need to hear from you!

Please email ellen.mclaughlin@bowlsengland.com with any stories you have so we can shout about all your great work.

SOCIAL MEDIA

We have implemented some brilliant basics on social media this year, all with the desire to get more people interacting with the sport. Use of hashtags, emojis, regular appointment-to-view content has all contributed to our engagement levels going up considerably over the year.

WEBSITE

Work continues on the Bowls England website to ensure it presents the best possible gateway to bowls. Our Play Bowls section was a particular focus this year, as well as specific pages for the National Finals. We have recently begun a substantial piece of SEO work to ensure our website appears on all internet searches about bowls. The focus on content has also helped in this regard. Over the last few months of 2021, a lot of work has been put into revamping the Club Services area of the site to better demonstrate the value in affiliation.

MEDIA OUTREACH

We have spent the latter parts of 2021 thinking about our external media outreach and how we can get bowls out there more effectively than previously. We have begun discussions with some of the major media outlets to build important relationships. The relevancy of our sport, demonstrated through live streaming numbers, for example, make these more fruitful discussions. These will be continued in 2022.

EMAIL COMMUNICATIONS

A critical piece of work this year has been updating and improving the way we communicate via email. This has included investment in the email platform DotDigital, which allows us to segment data effectively and send the relevant news to people.

We have launched a number of newsletters this year. **The Jack** goes to everyone who we hold email address data for, and is a more general news service. **Club Together** is for all affiliated clubs who have returned club contact details to us, and is more specifically targeted with news around fundraising, tips on recruitment, new initiatives and more. **County Update** is for County representatives, and we aim to send this email 24 hours in advance of any communications with the Club Together audience. **Cutting Edge** is an advisory newsletter for all BE affiliated greenkeepers, produced in partnership with expert Alan Lewis and Dennis Mowers/SISIS.

Our Open & Click-Through rates are excellent for all newsletters, which is testament to how engaged our fantastic community is.

f 12,344

🐦 4,857

▶ 2,338

📷 1,503

in 439

✉ 18,824
SUBSCRIBERS

💻 28,069
AVG. MONTHLY VISITORS

*all figures correct as of 1st January 2022

GOVERNANCE

2021 has seen lots of work behind the scenes to bring our structures up to scratch as we look to fulfil one of our core priorities from Fit For The Future, namely to 'Lead With Purpose'.

BOARD

This year saw three separate ballots for Board positions. It was brought to our attention that the Director of Development election that took place in autumn 2020 was not conducted in accordance with the articles of association. This election was run during February and March, and Adam Tanner was re-elected as Director of Development.

During November, Stephen Hemsley was re-elected unopposed as Director of Finance. Margaret Docherty and Foster Johnson were re-elected as Director of Competitive Events and Director of Governance respectively and Anna Molony was re-appointed as an independent director.

Joining the Board as an appointed independent director is Jonathan Doust. Jo, who has recently retired as a Head of Department at the School of Sport & Service Management at the University of Brighton, has been a member of Gildredge Park Bowls Club for three years. Operating at board level for 13 years, including spending seven years as a non-executive board member at the English Institute of Sport through the London and Rio Olympic cycles, he brings a wealth of relevant experience.

2021 ANNUAL GENERAL MEETING

The 14th Annual General Meeting (AGM) of Bowls England took place virtually during 2021, due to pandemic restrictions. 62 of our county delegates attended representing all 35 of our County Associations.

During the meeting there were presentations from the Chair, Chief Executive and the Director of Finance. With no propositions or proposals to discuss the meeting was more of an informative nature. It was resolved that there would be no change made to the Membership Affiliation Fees and National Championships and Competition entry fees for 2021.

Following the AGM, we hosted a meeting to share the pre-season planning including the work that had been undertaken on the COVID contingencies. This was a great opportunity to have a collaborative discussion about the 2021 playing season with the aim of maximizing participation.

COUNTIES CONFERENCE

We hosted a Counties Conference in November, and invited two representatives from each County to share the views of their players with us on the season just gone, as well as looking ahead to our plans for 2022.

We discussed competition structures, National Finals, affiliation and county-Bowls England relations. We also brain-stormed ways we could work together on a range of projects identified to help lawn bowls take advantage of the golden opportunity of a home Commonwealth Games.

GOVERNANCE WORKING PARTY

The Governance Working Party, which was formed at the tail end of 2020, has now completed their review of the Sport England Tier 3 Code of Sports Governance. The group is chaired by our Director of Governance, Foster Johnson, and includes Lindsay Collin and Loretta Spridgeon, along with independent directors Anna Molony and Jo Doust.

Over the course of 2021, the group met numerous times and presented three reports to the Board. Over the coming year, the working party will be focusing on an implementation strategy of the proposals with a view to putting forward recommendations at the 2023 AGM.

DISCIPLINARY WORKING PARTY

Since the last AGM, the team has seen in excess of 30 disciplinary enquires which have required an involvement at national level. Some of these have been complicated in nature and have required the use of external legal advice. Whilst discipline in sport is an important function of a national governing body, the time that is taken up on disciplinary is not healthy for the delivery of our wider strategy and is disproportionate to the size of our organization.

As we are committed to making positive change in this area to assist all users of Regulation 9 and associated policies, a Disciplinary Working Party has been formed to conduct a thorough review of our current rules and regulations taking into account the capacity and capability at every level of our sport.

The group is chaired by our Director of Development, Adam Tanner, and we were delighted to welcome Colin Mitchell, Francis Fletcher, Stuart Ingram and Lucy Valerio.

MANAGEMENT AUDIT AND REVIEW (MAR) COMMITTEE

Since the 2021 AGM, MAR has not held any meetings. We recently announced at the County Conference that MAR will resume as we aim to develop implementation plans for the Governance Working Party recommendations. MAR will review Bowls England's Risk Register and will also consult with Counties about governance across the sport and their role in the Fit for the Future strategy.

MAR is made up of four area representatives and facilitated by Anna Molony on behalf of the Board. Tony Ellis (East) and Kath Lloyd (West) currently sit on the Committee. At time of going to print, there is currently a vacant position for a representative from the North and the South.

We'd like to thank Steven Walker, who recently stepped down as Chair, for his contribution to MAR.

SAFEGUARDING

We have been working in collaboration with all the English Bowls Codes, through the safeguarding bowls panel, to increase our support of safeguarding within our sport. Duncan Webster has joined the BDA as Lead Safeguarding Officer and we are currently working on updating our policies, education materials and working practices in this very important area. We have recently passed our CPSU review having now met the framework standards, but there is a lot of work to do in this area to embed safeguarding and player welfare throughout our sport.

EQUALITY, DIVERSITY AND INCLUSION

2021 saw the launch of our new Transgender Diversity Policy. Working in collaboration with our colleagues at the BDA and in consultation with a range of experts, our new policy sets out guidance to ensure that our sport is open and accessible to all who wish to be involved in any capacity. Our new policy is being designed to balance a desire for inclusivity, so everybody can feel welcome in bowls, with the importance of ensuring fair competition. More broadly, we anticipate more mixed and open competition in the future as people increasingly consume sport on a more casual basis.

Bowls England is committed to ensuring lawn bowls represents and includes all sections of our society. During 2021 we have received training and support from Sport England through a partnership firm, Inclusive Employers. In addition, Helen Slimm and Varsha Ragoobarsing both sit on the BDA Inclusion Advisory Group which is working together to develop and implement a Diversity and Inclusion strategy for our sport.

STAFF TEAM

During 2021, we said goodbye to some of our team members and we welcomed some new faces into the team. Penny Maguire and John Hughes retired during the year; Jamie Chestney and Matt Wordingham left the organisation and Adam Durnin transitioned to a full-time role with Coach Bowls. We thank them all for their contribution to Bowls England.

With the new strategy, and Penny's retirement, we reorganized the staff team to deliver against our ambitions. The **Sport Development team**, headed by Alistair Hollis, consists of Alan Lane, Laura Blatherwick and Lee Rowland. They are responsible for growing participation, servicing our clubs, supporting our performance team and delivering competitions and events. The **Business Operations team**, headed by Helen Slimm consists of Moira Drost and Varsha Ragoobarsing. They are responsible for all our governance work, the smooth running of Bowls England's business and supporting our people, internally and externally. The **Communications team**, headed by Rob Short, consists of Katy Shilladay and Ellen McLaughlin, and is responsible for building the brand of the sport, engaging new & existing audiences and growing our revenue streams. Emma Hall has also joined the team as Finance Manager to manage our finances.

The team returned to the new look, COVID safe, office in October. We made some investments to improve the office environment for the staff team when they returned. The Omicron situation necessitated the staff team to return to working remotely during December, but there is a fit for purpose office waiting for them when they can safely return to the office.

FINANCIAL REPORT

After an unprecedented year for Bowls England in 2020, which saw income down by 90% and a loss of almost £600,000, it is pleasing to see our finances return to some level of normality. With the backdrop of COVID and uncertainties about the level of recovery, a cautious approach was taken to budgeting with an anticipated income of £902,647 and expenditure of £1.228m.

Throughout the year we developed a series of scenarios and contingency budgets, reflecting the possible impact on the 2021 season, and reviewed the budget regularly. With tight budgetary controls, activity that did not happen due to Covid and a better than expected level of affiliation fee income, the projected loss of £325,539 for the year did not materialise. Instead, we closed the books for 2020/21 recording a loss of £48,467.

This means we have drawn down less on our reserves and are in a better position than anticipated in our long term forecasts. We had anticipated cash reserves of £1.08m at the end of this financial year and they currently stand at £1.35m. This has given the Board confidence to invest more in making the most of the platform of Birmingham 2022.

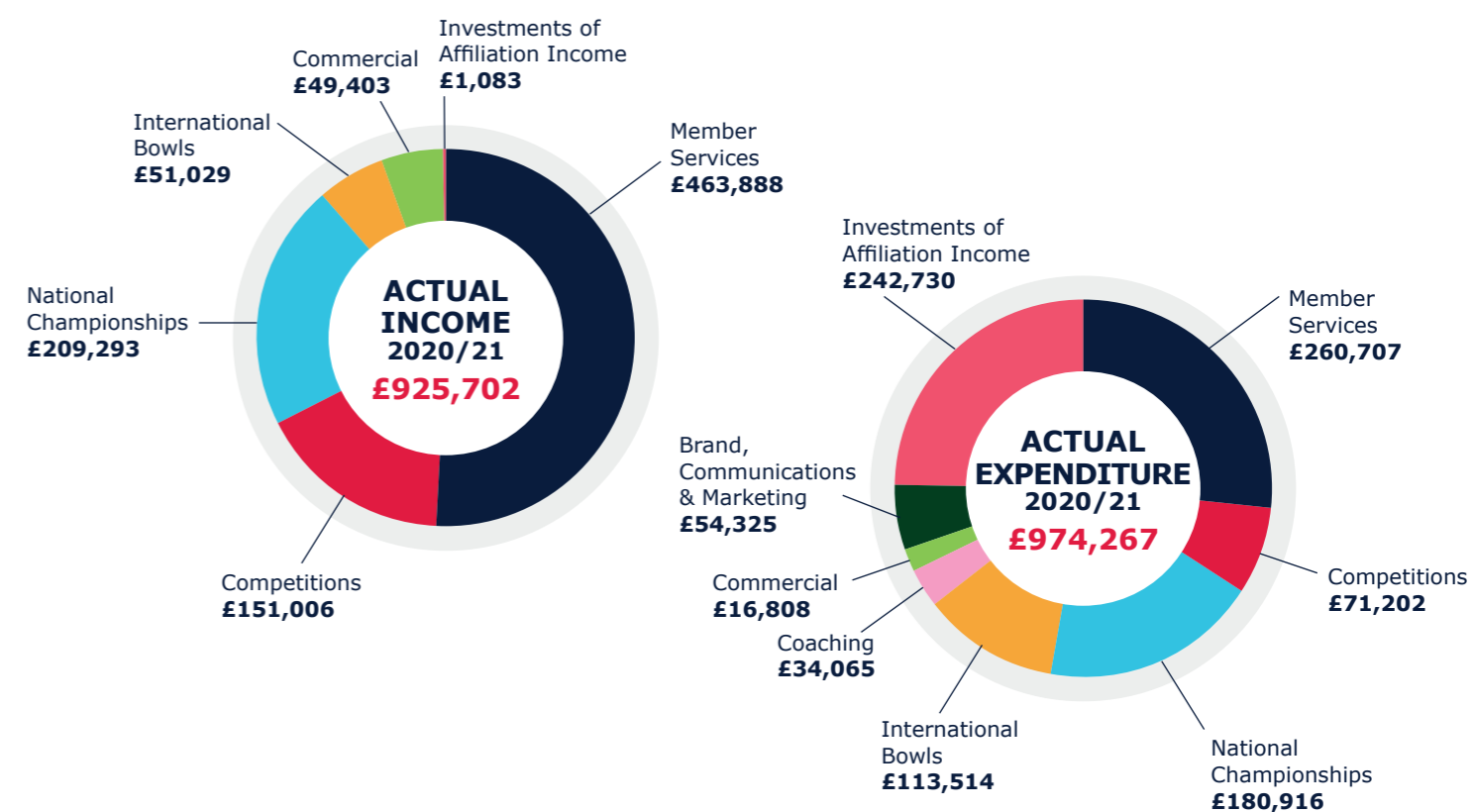
THE BALANCE SHEET	2018	2019	2020	2021
FIXED ASSETS				
Tangible Assets	5,860	24,057	22,960	17,515
Investment Property	600,000	863,000	863,000	863,000
CURRENT ASSETS				
Stock	18,882	9,695	9,084	8,648
Debtors	427,607	437,549	517,537	455,967
Cash at the bank and in hand	1,985,070	1,941,215	1,339,265	1,356,672
Creditors	-151,863	-120,052	-189,445	187,963
TOTAL ASSETS	2,885,556	3,155,464	2,562,402	2,513,839
RESERVES				
Revaluation reserve				668,762
Other reserves				248,064
Income and expenditure account				1,597,013

INCOME

We generated £925,702 income in 2020/21. Affiliation fee income was down 12% on 2019, but was £42,000 better than anticipated after these fees were handed back to clubs in 2020. Income remained above target in terms of competition entries as these rolled over from 2019 and are growing steadily. Championships entries continue to show a downward trend reflecting the steady decline in entries nationwide.

In 2021, we made the decision to introduce a charge for tickets to the National Finals. This was driven by the requirement to manage spectator numbers and Covid status in the venue, but was also a key part of our strategic drive to diversify our income streams. With only a few weeks of sales, we generated £23,000 of net ticket income which is ahead of where we anticipated being and bodes well for our longer term projections.

The donation from the Friends of English Bowling, sponsorship from Sutton Winson, and our new partnership with Dennis Mowers totalled almost £60,000 and played an important role in helping us deliver the National Finals.



TOTAL SURPLUS (DEFICIT) £48,565

INCOME AND EXPENDITURE 2021 (VS 2020)

CLUB SERVICES	2020	2021
INCOME		
Affiliation Fees	900	449,285
Associates Fees	-	3,820
Documentation Fees - loans	-	2,849
Tournament Licences	-	2,158
Celebration Matches	-	5,776
Other	6,939	-
TOTAL	7,839	463,888
EXPENDITURE		
Celebration Matches	1,440	3,547
Bursaries - Safeguarding/Coaching	4,141	1,121
BDA Contribution	5,230	10,000
Umpires Donation	-	5,500
Bowls Big Weekend	-	28,789
Regional/County/AGM	14,243	-
Greens Maintenance Advise/Bursaries	4,225	3,342
Legal Advice & Judicial Clubs	-	2,675
Grant Advisor Clubs	-	8,274
Go Membership	12,000	5,760
Other	753	-
Staff	-	191,700
TOTAL	42,032	260,707
P/L	-34,193	203,181

NATIONAL COMPETITIONS	2020	2021
INCOME		
Entries	-	121,006
Sponsorship Donations	6,196	30,000
TOTAL	6,196	151,006
EXPENDITURE		
Travel Comps	-	21,074
Prizes	-	18,700
Other costs/Umpires	2,506	9,092
Competitions Portal	-	2,336
Staff	-	20,000
TOTAL	2,506	71,202
P/L	3,690	79,804

NATIONAL CHAMPIONSHIPS	2020	2021
INCOME		
Entries	-	122,250
Sponsorship/Donations	-	41,118
Programme Sales/Tickets	-	38,470
Tented Village and Royalties	-	7,456
TOTAL	-	209,294
EXPENDITURE		
Travel	-	24,112
Prizes	-	20,400
Publications - NC Programme	-	4,246
Other costs/Umpires	-	80,863
Sponsor Marquee	575	-
Tented Village and Royalties	-	20,295
Staff	-	31,000
TOTAL	575	180,916
P/L	-575	28,378

INTERNATIONAL BOWLS	2020	2021
INCOME		
CWG income from SE	-	51,029
Sponsorship/Donations	766	-
TOTAL	766	51,029
EXPENDITURE		
World Bowls Membership	45,946	28,858
Snr Home Internationals/BIBC/BIWBC	3,319	-
Jnr Home Internationals/BIBC/BIWBC	2,174	-
BE Contribution to CWG	9,613	18,459
CWG expenditure from SE	8,059	46,197
Staff	-	20,000
TOTAL	69,111	113,514
P/L	-68,345	-62,485

COACHING	2020	2021
INCOME		
TOTAL	-	-
EXPENDITURE		
BE Contribution to CB	30,470	28,065
Staff	-	6,000
TOTAL	30,470	34,065
P/L	-30,470	-34,065

COMMERCIAL	2020	2021
INCOME		
Publications - Year Book	17,101	601
Annual Dinner	15,523	-
Merchandise / ACEIT	10,789	4,521
HQ - Worthing Rental	44,189	44,281
Potters	8,720	-
TOTAL	96,322	49,402
EXPENDITURE		
Publications Year Book	8,243	2,969
Annual Dinner	21,751	-
Merchandise	2,086	391
HQ - Worthing Rental	-	1,315
Potters	5,463	-
Staff	-	12,133
TOTAL	37,543	16,808
P/L	58,779	32,594

BRAND, COMMUNICATIONS AND MARKETING	2020	2021
INCOME		
TOTAL	-	-
EXPENDITURE		
Email broadcast tool	-	6,154
Content marketing	9,815	10,768
Brand refresh	-	5,886
Website development	1,110	1,740
B2022 activation	-	9,712
Stategy costs	-	2,355
Staff	-	17,710
TOTAL	10,925	54,325
P/L	-10,925	-54,325

OVERHEADS	2020	2021
INCOME		
Bank Interest	5,597	1,083
TOTAL	5,597	1,083
EXPENDITURE		
Board Meetings	10,388	9,344
Audit & Accountancy	11,656	10,799
Legal/Judicial	-	2,500
Ceremonial Officers	564	12,791
Rental - Victoria Park	-	2,000
Office Administration	15,373	13,831
Board & Staff Expenses/Development	-	14,073
IT Strategy	-	1,105
BE Donations	-	2,000
Irrecoverable VAT	20,555	29,187
Repairs and Maintenance	-	4,486
Bank Charges and Interest	8,856	6,164
Insurance	11,800	9,142
Corporation Tax	4,145	10,488
Service Contracts	2,366	12,403
Depreciation	15,944	15,455
Safeguarding	20,934	-
Other	16,689	-
Staff	379,968	86,963
TOTAL	519,238	242,731
P&L	-513,641	-241,648

TOTAL INCOME	116,720	925,702
TOTAL EXPENDITURE	712,400	974,269
TOTAL P&L	-595,680	-48,567

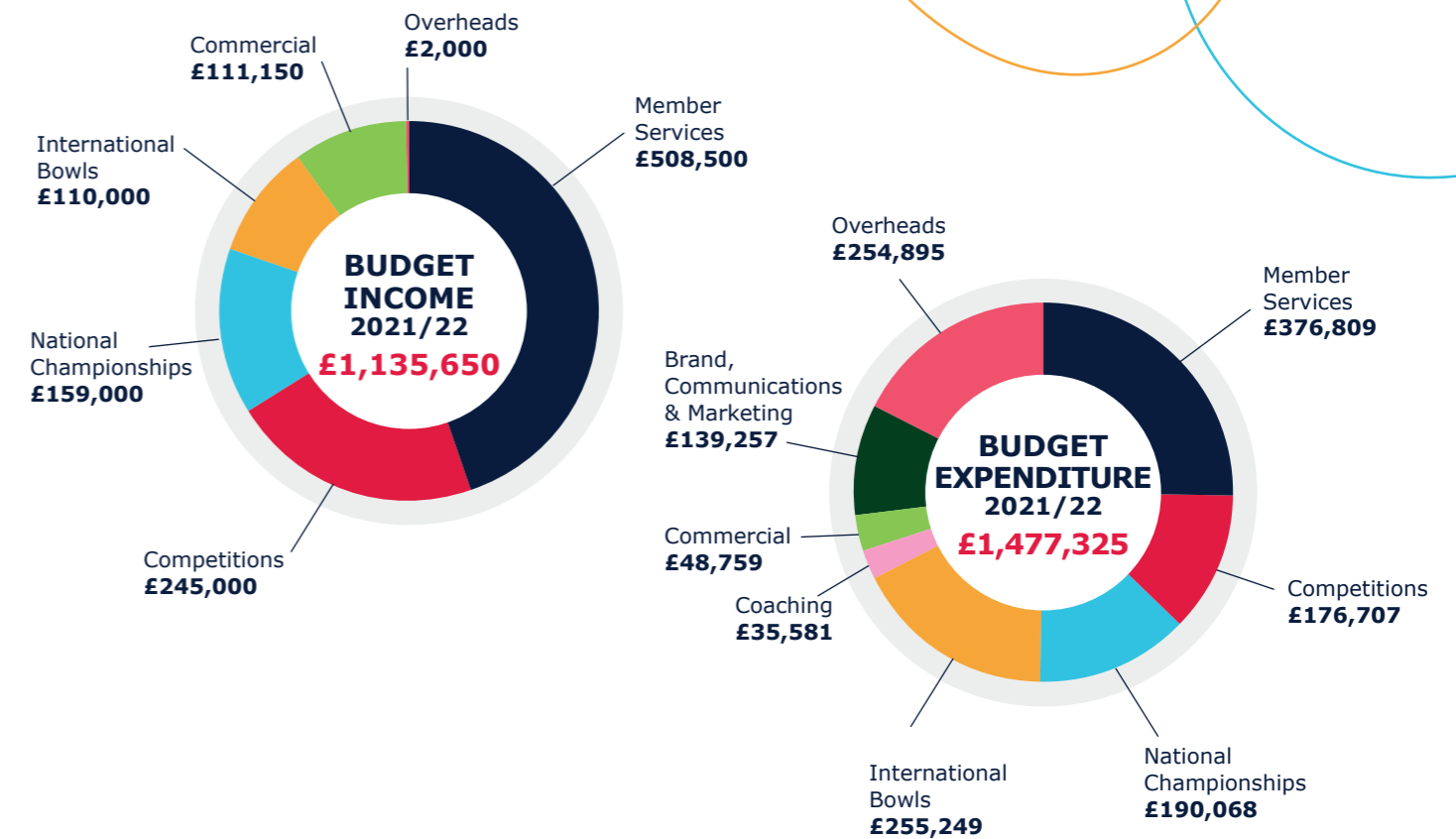
LOOKING FORWARD TO 2021/22

With a better than expected position reached at the 2020/21 year end, we now have the opportunity to go further in maximizing a home Commonwealth Games.

We are forecasting affiliation fee income to increase as more people return to clubs and the increase in new players off the back of Bowls Big Weekend. Furthermore, we expect that ticket income for the National Finals will grow with a longer sales window and with the spectator legacy of Birmingham 2022.

We have committed to invest £190,000 into developing a national pay and play platform, launching a new casual form of the game, ramping up our communications efforts with the backdrop of the Commonwealth Games and engaging stakeholders with next year's event.

We are projecting a £341K loss in 2021/22, which will result in our reserves reducing to £1.01m, £259k higher than in the long term forecast.



TOTAL SURPLUS (DEFICIT) £341,675

VALUE OF AFFILIATION

We are often asked by clubs about the value of affiliation and the manner in which we have presented our finances over the last two years has endeavoured to make our choices more transparent. Affiliation currently generates around 45% of all our income. However, it does not pay for all we do. There is no precise way to explain where each affiliated member's £5 goes.

Competitions entry income helps service the business. We receive funding to support the England team and our commercial income is reinvested back into our sport. But, for the interests of openness and understanding, the table on this page gives a steer on broadly where each bowler's £5 is spent.

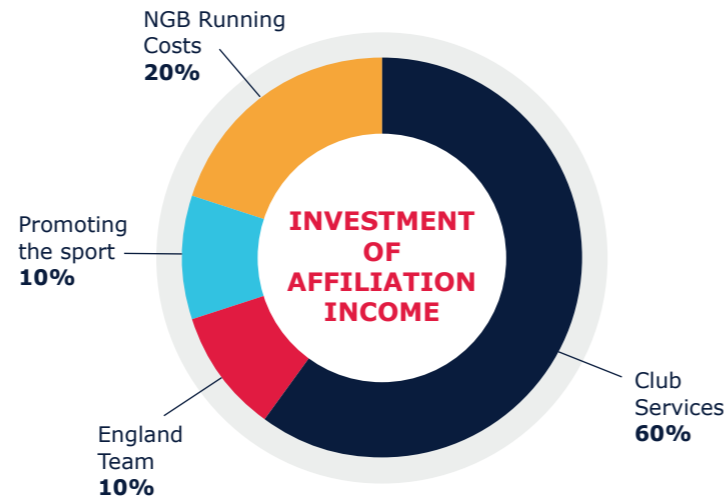
Of that £5, the majority gets reinvested directly back into club services to provide that direct value of club affiliation which means your club is part of that collective and helps it function and flourish. The activity we undertook last year is within this Report together with the benefits of affiliation. Most clubs do not utilise these benefits optimally.

Some members assert that there is a concentration of effort at an elite level. This is not the case. Bowls England does care deeply about the national team and the role it has in a healthy sport's ecosystem. The reality is that our England team operates on a shoestring and we don't believe most bowlers would begrudge donating 50p per year to have an England team of which they can be proud and that can act as an inspiration for bowlers young and old across the country.

Outside that, we have begun investing more into promoting our sport as, quite rightly, we have been challenged to grow our visibility and get more people seeing the great qualities of lawn bowls. This in turn will help attract people to our sport and increase the likelihood of clubs growing and thriving.

Recruiting more players to our clubs also means that the costs of running the National Governing body are spread across more members and we can continue to keep Affiliation Fees low.

Finally, for Bowls England as a governing body to exist, we need to run our organisation and there are necessary overheads including office administration, IT support, HR costs and financial management.



IN MEMORIAM

A number of the bowling community were sadly lost in 2021.

OFFICIALS

Margaret Ashford-Hull

Margaret Ashford-Hull was a former EWIBA and EWBA president, as well as an Honorary Member of Bowls England. She was well respected across the sport for her many dedicated years of service, being the only woman to hold the position of President for both the indoor and outdoor national associations. Margaret was the President of her county association in 1984 and 1987. She served as Honorary Secretary and Treasurer of the Women's Bowling Benevolent Fund for almost two decades, spending many an hour trying to drum up support around the greens at the National Finals. The gifts Margaret sent to bowlers all over the country were always received with pleasure and gratitude.



Mike Swatland

Mike Swatland, a former EBA president from 1995, passed away in October. A prominent name in our sport, he also served as an international selector for England between 1993 to 2000, and on the British Isles Bowls Council. During his time as EBA

President, he oversaw the first international tour to Thailand, which reflected his modern outlook of expanding and developing the sport. Mike also served as Secretary of the British Isles Bowls Council and was an Honorary Member of Bowls England. He served as president of Leicestershire in 1988.

INTERNATIONAL

Robert Burch

Robert Burch was a former England international, representing his country 12 times between 1972-1975 and was a regular Middleton Cup player for both Devon and Cornwall. Robert also received the Bowls England "Certificate of Merit" in 2010 in recognition of his achievements both on and off the green.

Bert Jacox

Bert Jacox was former England international from Warwickshire. He represented his country in 1968 and between 1970 to 1975. He was a part of the victorious Middleton Cup team of 1970. A much loved and respected bowler, he passed away at the age of 92.

John M.S Ades

John M.S Ades was a former EBA President in 1998. For many years John served as Secretary of the Warwickshire County Bowls Association and eventually became President in 1986 and Life Member in 1996. In 2002, John became



President of the British Isles Bowls Council.

John Tolley

John Tolley was a former EBA president from 2005 who worked at all levels of our sport. He was elected President of Worcestershire Bowling Association in 1998. As EBA President he oversaw a tour to Hong Kong, New Zealand, and Australia,

remarking in his President's message that his main objective was "to publicise the value of the sport and to welcome potential changes in the game."



Freda Keller

Freda Keller was a Bowls England Honorary Member and former EWBA president from 1995. She was President of the Surrey County Women's Bowling Association in 1991. The EWBA is widely acknowledged



as an association that promoted greater female participation in the sport and Freda played a prominent role in achieving these goals, particularly in making the game more accessible to women.

Carol Horgan

Carol Horgan was the County Administrator for Devon from 2010 until 2018 and was a very popular face around the greens at matches involving Devon. Carol was never far from supporting her county's representatives at the National Finals and she was particularly supportive of youth bowling and Devon's Amy Rose Bowl team, enjoying a number of successful years as their manager.

Hedley Bowen

Hedley Bowen was a former Junior International Team Manager, and popular figure within our sport. Hedley was appointed Manager in 2011, and led the team to comprehensive victories



in the British Isles series in both 2013 and 2014. He also provided support to the Commonwealth Games squad for Glasgow 2014. He played a part in the emergence of a number of current internationals such as Jamie Chestney, Sam Tolchard, Louis Ridout and Jamie Walker.

IN MEMORIAM

County Presidents

- Lawrie Smethurst (Buckinghamshire 1994)
- Norman Hodge (Buckinghamshire 2000)
- Ray Keen (Buckinghamshire 2014)
- Rod Harvey (Buckinghamshire 2015)
- Bill Bennett (Cornwall 1999)
- Ronnie Baxter (Cumbria 1996)
- Ken Wardle (Devon 2003)
- Gloria Dendy (Dorset 2012)
- Pat Cole (Dorset 1991)
- Walter Draper (Hampshire 2006)
- Pearl Sherwood (IOW 2002)
- Arthur Cottington (Hertfordshire 2001)
- Dennis Taylor (Hertfordshire 1983)
- Gordon Stock (Hertfordshire 1996)
- Reg Baines (Hertfordshire 1986)
- Bill Preston (Kent 2000)
- Ellen Phillips (Kent 2021)
- Rhianna Butler (Kent 2015)
- David Todd (Middlesex 2012)
- E.W. Harding (Middlesex 2007)
- Derek Talbot (Norfolk 2011)
- John Chester (Northamptonshire 2012)
- Sylvia Brown (Northamptonshire 1987)
- Margaret Southey (Somerset 2007)
- Anne Bolton (Surrey 2012)
- Brian Carr (Warwickshire 1999)
- Clive Faulkner (Warwickshire 2016 & 2020)
- Harold J Hambrook (Yorkshire 1996)
- Margaret Seabrook (Yorkshire 1993)
- Di Cook (Yorkshire 1996)

B2022 INITIATIVES

2022 is a Golden Opportunity for our sport.

During 2021, we began work on our plans for next year, so that we can fully take advantage of the chance a home Commonwealth Games offers lawn bowls. In November 2021, we announced five **Big Stones** – five big projects that we will implement next year to grow participation in our sport. These, alongside a number of other internal Big Stones around governance and stakeholder management, have been set by the board in conjunction with the staff team.



1

A HAVE-A-GO PORTABLE EXPERIENCE

This will make it easy for people to try lawn bowls in places of high footfall.

Having had a taste of the sport, we will signpost people to local clubs.

2

BOWLS' BIG WEEKEND

Building on the successes of and lessons from the inaugural event, we will kick-start the Commonwealth Games summer in style. Clubs will open their doors to give people taster sessions, showcase the social atmosphere and get them hooked on our sport.

3

GAMES TIME MARKETING CAMPAIGN

Capitalizing on the additional exposure lawn bowls will receive during Birmingham 2022, and hopefully some England success on the Victoria Park greens, we will deliver an exciting campaign to encourage people to play and watch our sport.

4

PAY & PLAY PLATFORM

This will enable prospective players to find and access bowls clubs in the way that complements their needs, makes it easy for clubs to manage this demand and maximizes spare green capacity. It will grow the numbers of people playing our sport and improve the financial sustainability of clubs involved.

5

NEW, INTRODUCTORY FORMAT

This will ensure new bowlers have a great experience and are retained in our sport. Precedents in other sports, experience from other bowls nations and our insight tells us our growth will come from people playing more casually. We know that some of these people will go on to play more competitively.



BENEFITS OF AFFILIATION

Bowls England is the National Governing Body of outdoor, lawn bowls in England. When you affiliate to us, you get support in the following areas:



Player Recruitment and Retention

Critical to our ongoing success – getting more players on the green. Affiliated clubs get access to Bowls' Big Weekend and other recruitment initiatives, a place on our online Club Finder, Diversity & Inclusion support and more. New for 2022 will be our Pay & Play Platform, exclusive to our clubs.



Greens & Facilities Maintenance

A club is only as strong as its green, and affiliated BE clubs can access a free advisory service to ensure the best possible playing surface at their club. There's also a greens' bursary, as well as our new partnership with Dennis Mowers/SISIS, which gives greenkeepers exclusive access to educational seminars & content.



Development and Training

Affiliated members benefit from development opportunities run by the BDA; access to resources, webinars & podcasts; the chance to gain qualifications in coaching and umpiring and more.



Competitions and Events

A core part of any NGB is running competitive events, and as an affiliated club you can enter National Championships & Competitions, and aim for glory at the home of English Bowls, Victoria Park, Royal Leamington Spa. You can also apply for a much-coveted Celebration Match to mark any special occasions.



Finance and Business

There are many ways we can help you club financially, such as heavily discounted insurance; access to interest free loans and a grant finder service; and bursaries, alongside more.



Club Support Network

There's a great network of clubs out there who all want the best for the sport and want to share expertise & experience. We also offer a monthly newsletter providing insight, advice and news related to club management.



Governance

This is a tricky topic for Clubs to navigate, but as an affiliated Bowls England Club you get a free legal helpline, guidance & support on disciplinary matters, and up-to-date Health & Safety.

It's a requirement of affiliation for clubs to declare all their playing members.



EVENT CALENDAR FOR 2022

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC
1 S	1 T	1 T National Championships & Competitions Entries Close	1 F	1 S	1 W	1 F	1 M Birmingham 2022 Lawn Bowls & Para Lawn Bowls Competition (Victoria Park, Royal Leamington Spa)	1 T	1 S	1 T	1 T
2 S	2 W	2 W	2 S	2 M	2 T	2 S	2 T	2 F	2 S	2 W	2 F
3 M	3 T	3 T	3 S	3 T	3 F Our Patron, HM The Queen, celebrates her Platinum Jubilee	3 S White Rose Trophy & Amy Rose Bowls Regional Finals	3 W	3 S	3 M Closing date for nominations of Directors and Presidents	3 T	3 S
4 T	4 F	4 F	4 M	4 W	4 S	4 M	4 T Senior Singles Regional Finals	4 S	4 T	4 F	4 S
5 W	5 S	5 S	5 T	5 T Celebration Match: Warwickshire County BA	5 S	5 T	5 F Senior Pairs Regional Finals	5 M	5 W	5 S	5 M
6 T	6 S	6 S	6 W	6 F	6 M	6 W Celebration Match: Royal Household BC	6 S	6 T	6 T	6 S	6 T
7 F	7 M	7 M	7 T	7 S Test Match (opponent tbc) (Victoria Park, Royal Leamington Spa)	7 T	7 T	7 S	7 W	7 F	7 M	7 W
8 S	8 T	8 T	8 F	8 S Celebration Match: Burnham BC	8 W	8 W	8 M	8 T	8 S	8 T	8 T
9 S	9 W	9 W	9 S	9 M	9 T	9 T	9 T	9 F	9 S	9 W	9 F
10 M	10 T	10 T	10 S	10 T	10 F	10 S	10 W	10 S	10 M	10 T	10 S
11 T	11 F	11 F	11 M	11 W	11 S	11 M	11 T	11 S	11 T	11 F	11 S
12 W	12 S	12 S	12 T	12 T	12 S	12 T	12 F	12 M	12 W	12 S	12 M
13 T	13 S	13 S	13 W	13 F	13 M	13 W Celebration Match: Egham BC	13 S	13 T	13 T	13 S	13 T
14 F	14 M	14 M	14 T	14 S	14 T Celebration Match: Avon BC	14 T	14 S	14 W	14 F	14 M	14 W
15 S	15 T	15 T	15 F	15 S	15 W Celebration Match: Wantage BC	15 W	15 M	15 T	15 S	15 T	15 T
16 S	16 W	16 W	16 S	16 M	16 T	16 S	16 T	16 F	16 S	16 W	16 F
17 M	17 T	17 T	17 S	17 T	17 F	17 S	17 W	17 S	17 M	17 T	17 S
18 T	18 F	18 F	18 M	18 W Celebration Match: Clacton-on-Sea BC	18 S	18 M	18 T	18 S	18 T	18 F	18 M
19 W	19 S BOWLS ENGLAND AGM & AWARDS NIGHT (Leicester)	19 S	19 T	18 W Celebration Match: Windsor & Eaton BC	19 S	19 T	18 T	19 M	19 W	19 S	19 M
20 T	20 S	20 S	20 W	19 T	20 M	20 T	19 F	20 T	20 T	20 S	20 T
21 F	21 M	21 M	21 T	20 F	21 T	21 W	20 S	21 W	21 F	21 M	21 W
22 S	22 T	22 T	22 F	21 S	22 W	22 T	21 S	22 T	22 S	22 T	22 T
23 S	23 W	23 W	23 S	22 S	23 T	23 T	22 M	23 F	23 S	23 W	23 F
24 M	24 T	24 T	24 S	23 M	24 F	24 F	23 T	24 S	24 M	24 T	24 S
25 T	25 F	25 F	25 M	24 T Celebration Match: Finchley BC	25 S	25 S	24 W	25 S	25 T	25 F	25 S
26 W	26 S	26 S	26 T	25 W Celebration Match: Caversham BC	26 S	26 S	25 T	26 M	26 W	26 S	26 M
27 T	27 S	27 S	27 W	26 T	27 M	27 T	26 F	27 T	27 T	27 S	27 T
28 F	28 M	28 M	28 T	27 F	28 T	28 T	27 S	28 W	28 F	28 M	28 W
29 S		29 T	29 F	28 S BOWLS' BIG WEEKEND RETURNS	29 W	29 W	28 S	29 T	29 S	29 T	29 T
30 S		30 W	30 S	29 S	30 T	30 T	29 M	30 F	30 S	30 W	30 F
31 M		31 T		30 M		31 S	30 T		31 M		31 S
				31 T Affiliation payments due to Bowls England			31 W				



Bowls England is the national governing body for the sport of lawn bowls.



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