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BOWLS SCOTLAND STRATEGY 2019-2023



OUR MISSION

- To continue to support the **DEVELOPMENT** of clubs and competitions
- To encourage **WOMEN IN BOWLS**
- To support **EXCELLENCE** in governance being implemented at all levels of bowls in Scotland
- To support players in achieving their full **POTENTIAL**
- To promote a more positive and modern **IMAGE** of our sport

WE AIM TO ACHIEVE THIS THROUGH...

OUR VISION

“ **Bowls - at the HEART OF YOUR COMMUNITY,
active, modern and accessible to all** ”

AND OUR VALUES

COLLABORATION. INCLUSIVITY. INTEGRITY. CLARITY.
The way we work is important in achieving our priorities.

SUPPORT AND DEVELOPMENT IN CLUBS

To shape the future of the game by continuing to support and develop clubs, and the competitions available to them at National level.

EMPOWERING WOMEN IN BOWLS

To encourage more participation in the sport at all levels for the women of Scotland. This will be delivered through a women empowerment programme that runs through the core of the strategy.

EXCELLENCE IN GOVERNANCE

To provide strategic direction and purpose to the delivery of the four year plan. Build on current governance practices to implement effective annual plan delivery.

ACHIEVING POTENTIAL

To provide a platform to develop and support players, volunteers, coaches and staff to achieve their full potential.

POSITIVE IMAGE OF THE GAME

To ensure at all times that Bowls Scotland portrays a positive, healthy and modern image of the game internally and to the wider Scottish public.



HOW WE WILL BUILD CAPABILITY

WITHIN THE BIG 5 PRIORITIES



SUPPORT AND DEVELOPMENT IN CLUBS

WE WILL:

Deliver a National club accreditation scheme to support clubs to develop their infrastructure and plan for the future.

Recognise and reward clubs for good practice.

Continue to support clubs to attract new people into the sport through our National Try Bowls initiative.

Continue to deliver world class coaching awards to help club coaches deliver high quality sessions for players of all abilities.



EMPOWERING WOMEN IN BOWLS

WE WILL:

Create appropriate women's competitions to keep new players in the sport and events that create a higher standard for competitors.

Identify 4 female players that, with coaching and focused support over a prolonged period, will realise their full potential.

Create a programme for female coaches and team managers to develop skills and accelerate learning.

Launch a mentoring scheme to promote and support female participation on the Board and other key positions.



EXCELLENCE IN GOVERNANCE

WE WILL:

Successfully complete and maintain the current levels for the independent business audit.

Develop a system to measure skill requirements and gender balance for the Board, staff and key volunteer positions.

Produce a risk management system that suits the level and nature of our business.

Support clubs to achieve club accreditation that can deliver improved governance and equality for its members.

HOW WE WILL BUILD CAPABILITY WITHIN THE BIG 5 PRIORITIES



ACHIEVING POTENTIAL

WE WILL:

Develop a World Class performance system to continue to succeed at the highest levels.

Create a player and coach pathway that incorporates competitions, volunteering and coaching programmes that have appropriate support staff to allow players, volunteers and coaches to maximise their potential.

Learn from those that have delivered at the highest level to incorporate their thinking into key programmes.



POSITIVE IMAGE OF THE GAME

WE WILL:

Continue to address the perceived negative image of the game.

Continue to assess Bowls Scotland's brand as a modern and diverse company.

Work with players and clubs to highlight the inequalities still prevalent within the game and implement the equality action plan.

Raise awareness of the health benefits of being involved in a bowls club and playing the game.



Photo credit: Rob Eyton-Jones



DEVELOPMENT FOR 2019-2023



TO DEVELOP MODERN CLUBS

that are welcoming, sustainable and at the heart of their local communities.

TO PROVIDE CLUBS WITH GUIDANCE

and modern resources to help attract new members.

HOW WE WILL DO THIS

BOWLSMARK

BowlsMark is Bowls Scotland's Club Accreditation Scheme designed to support clubs to develop their infrastructure and plan for the future. It was launched at the start of the 2019 season and has Bronze, Silver and Gold levels for clubs to aspire to.

It recognises and rewards clubs for good practice and will encourage clubs to think about their long term future and how they engage with their local community to attract new, and retain existing members.

National Development Officers will support clubs through the process.

TRY BOWLS

People love bowls, they just don't know it yet. Try Bowls is Bowls Scotland's national initiative aimed at getting new people into bowls and increasing membership in clubs.

It provides clubs with ideas, resources and support to deliver recruitment events within their local community.

National Development Officers will support clubs to plan, deliver and review recruitment programmes that encourage new people to try bowls and ultimately to join the club.

Try Bowls and *BowlsMark* go hand in hand. *Try Bowls* helps clubs to attract new members and *BowlsMark* supports clubs to provide new and existing members with a positive experience ensuring they remain within clubs.

DEVELOPMENT FOR 2019-2023



TO MAKE SURE SAFEGUARDING AND EQUALITY

legislation, and following good practice with safeguarding and equality, is at the core of all Clubs.

TO PROVIDE SUPPORT FOR COACHES AND VOLUNTEERS

ensuring they have access to high quality training opportunities at all stages of the player/coaching/competition pathway.

TO INCREASE THE NUMBER OF
WOMEN AND GIRLS
playing, coaching and volunteering
within bowls.

SAFEGUARDING AND EQUALITY

National Development Officers will support clubs to be safe and welcoming environments for anyone who steps through their doors.

BowlsMark will help guide and support clubs to ensure that they are compliant with the Equality Act (2010) along with safeguarding legislation and good practice guidelines.

We will continue to deliver safeguarding workshops for coaches, volunteers and club welfare officers so that they are knowledgeable, confident and equipped to deal with welfare issues within their clubs.

COACH AND VOLUNTEER EDUCATION

We will continue to monitor, evaluate and improve our existing coach and volunteer education programme.

We will link with High Performance to develop new coaching awards.

We will provide a pathway for coaches to follow.

We will provide mentoring opportunities for our sports educators to ensure they are delivering sessions of the highest quality.

We will provide support and mentoring opportunities to identified female HP coaches to ensure they are equipped to coach and lead at High Performance level.

MORE WOMEN AND GIRLS

National Development Officers will work with clubs to deliver Try Bowls events targeted at getting more women and girls on the green.

We will celebrate success stories of women and girls, creating role models at all levels of the player and coaching pathway to encourage more women and girls to be actively involved.

We will increase the number of women delivering our coaching awards and explore the option of delivering woman and girl only coaching awards.



COMPETITION AND EVENTS FOR 2019-2023



TO STRENGTHEN THE RECRUITMENT

and induction process of Competition and Events volunteers and provide them with the necessary tools to enhance their skills.

IMPROVE THE USE OF TECHNOLOGY

and seek innovative ways to effectively deliver competitions and events.

HOW WE WILL DO THIS

STAFF AND VOLUNTEER RECRUITMENT AND INDUCTION

Create and implement an induction and training programme for all staff and volunteer roles within Competition and Events.

Introduce succession planning to maintain successful delivery at all levels.

Highlight and reward volunteer good practice.

INNOVATION

Research and develop technology to allow more effective ways of planning, organising and delivery of competitions.

Improve customer feedback.

Ensure the rules and regulations of all competitions and events follow the Bowls Scotland marketing and branding guidelines.

COMPETITION AND EVENTS

FOR 2019-2023



TO HIGHLIGHT THE COMPETITION

opportunities within the Player Pathway from club bowler through to high performance.

TO CREATE CLOSER LINKS

with competition deliverers to strengthen opportunities for bowlers.

TO INTRODUCE A NEW COMPETITION

structure to increase the opportunities available to female bowlers.

PLAYER PATHWAY

Raise awareness of the Player Pathway.

Increase awareness of the ranking competitions and develop the opportunities available to the top ranked players.

Review short format competitions from around the world to grow and offer more opportunities within the Player Pathway.

PARTNERSHIPS

Identify key competition deliverers and influence them to support the competition structure.

Create stronger working relationships with District Secretaries and other volunteers.

Develop the staffing and volunteer support structure to reflect delivery.

Survey of member clubs assets.

Production of a facilities plan to assist with supporting clubs.

COMPETITION STRUCTURE

Review the current competition structure and improve opportunities available for competitive female bowlers.

Introduce two new open Ladies competitions to feed into the Player Pathway.

Link the current and future competition structure with the ranking system to be used as a mainstream for Talent ID.

Continue to create an open entry structure for Bowls Scotland competitions.

HOW WE WILL DO THIS



GOVERNANCE FOR 2019-2023



TO CONTINUE TO CREATE FULLY INTEGRATED

plans that deliver the strategy with a focus on long term achievements.

TO ESTABLISH LEGAL COMPLIANCE

and an effective control environment for the business.

HOW WE WILL DO THIS

MONITOR

Maintain a clear link between the strategy, annual plans and operational delivery.

To establish a 4 year strategy report document to assess delivery.

BUSINESS CONTINUITY

To develop a fully integrated risk assessment policy including a Business Continuity plan.

To implement all independent audit requirements and maintain current audit levels.

GOVERNANCE FOR 2019-2023



TO CONTINUE TO REVIEW AND MEASURE

Board performance to create a group of Directors that serve the membership in the best way.

TO CREATE FINANCIAL STRUCTURE

that allows flexibility, develops partnerships with commercial Scotland and sponsorship to allow effective delivery of the strategy.

TO FURTHER INVESTIGATE

the best governance structures to deliver lawn bowls in Scotland.

SKILLED PEOPLE

In line with the equality standard, review the gender make-up of the board in line with the Scottish population.

Review the delivery and standards of the Board and Directors to maintain integrity and connectivity with the membership.

A full review of the co-option and nomination process to maintain high levels of skilled Directors and staff.

FINANCIAL REVIEW

To review all financial procedures to improve on current practice.

Development of a clear annual forecasting tool.

To set percentage levels of income from the three main income areas.

To consider other forms of income in the form of charitable trusts.

EMPOWERING WOMEN

To review the current structures feeding into the Board and make recommendations in relation to streamlining.

To establish a Women in Bowls group to assess the delivery and outputs of the various initiatives to encourage women coming into and within bowls.



HIGH PERFORMANCE FOR 2019-2023



HOW WE WILL DO THIS

TO PROVIDE A SYSTEMATIC PROCESS

for identification of players that have the ability to reach the highest level of performance for Scotland on a World stage.

TO IDENTIFY AND SUPPORT COACHES

through a focused programme with High Performance players programme.

TALENT I.D.

We will continue to develop the Academies programme, incorporating designated para players.

Using current programmes, competition's and developing new ones we will work closely with key partners to identify and develop up and coming talented players.

To agree with Scottish Disability Sport a fully integrated High Performance pathway for para players providing a performance environment for para players to improve their overall performance at Commonwealth Games and integrate within the High Performance programme.

COACH I.D. AND DEVELOPMENT

To identify former world and international players who are willing to be involved in a coaching capacity in the High Performance programme.

To establish a world class coaching and support volunteer structure to support player development by creating a specific upskilling programme for identified coaches.

Creating a winning culture within the support coaches that will transfer to the players they are working with.

HIGH PERFORMANCE FOR 2019-2023

TO CREATE A SPORT SPECIFIC

High Performance programme that will secure Scotland's World standing.



TO DEVELOP A LEGACY PROGRAMME

that continues to breed success on and off the green.

HIGH PERFORMANCE PROGRAMME

The High Performance programme to be fully costed, staffed and managed to create a modern integrated World Class system.

A male youth development squad to sit directly below the High Performance squad.

A new direction for the female squad which will include a tiered system for both High Performance players and youth development players.

The programme to include a coaching structure which will support the players at each stage of the pathway.

CULTIVATE LEGACY

To improve the integration within High Performance and mainstream Bowls Scotland events for those players within the para programme.

Creating a stronger High Performance legacy by the reviewing of past successes and considering what it takes to be world class and implementing key recommendations from this process.

TO IDENTIFY PLAYERS

to benefit from a women's specific programme that will greatly improve standards and the ability to win at World level.

NURTURE OUR FEMALE CHAMPIONS

To target female medals at world competition's and Commonwealth Games.

Identify 4 female players who have the ability to be fast-tracked to success on the world stage and support them through a focused and specific programme.

Promoting the High Performance female specific programme as part of a wider initiative to empower women at all levels within the sport.

Target two of the identified female players to be part of the World Championship team 2020 and include two female coaches as part of the High Performance coach development programme.



MARKETING FOR 2019-2023



TO CONTINUE TO PROMOTE

a modern image of the game.

TO STRIVE FOR BETTER ENGAGEMENT

with clubs and bowlers at
grassroots level.

HOW WE WILL DO THIS

PROMOTION

All content used digitally and off-line must reflect the image of bowls as a modern sport; bright colours, fun, excitement.

Roll out the Find a Player partnership/scheme to all clubs and encourage them to use it.

ENGAGEMENT

Continue to let clubs tell their own story in Club Focus, but do this in new and innovative formats.

Tie in with the awards scheme to acknowledge and reward volunteers.

Better and more consistent coverage of ranking competitions and other tournaments.

MARKETING FOR 2019-2023

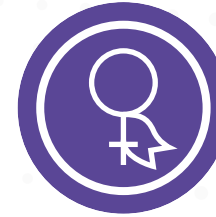
TO CULTIVATE A STRONGER CORPORATE IMAGE

to market ourselves to current and potential partners.



TO HEIGHTEN AWARENESS

of the good work being undertaken by volunteers, clubs, Bowls Scotland and performances of players.



TO AIM MARKETING

specifically at different female demographics to tie in with Empowering Women in Bowls.

MARKETING AIMED SPECIFICALLY AT DIFFERENT FEMALE DEMOGRAPHICS TO TIE IN WITH EMPOWERING WOMEN IN BOWLS

A range of small, medium and large marketing campaigns aimed at specific female demographics.

To support the marketing of a variety of programmes in other areas of the business to support empowering women in bowls.

STANDARDS

Presenting ourselves in the utmost professional manner, whether digitally, off-line or in person.

Networking with local, regional and national businesses.

Better coverage of international competitions to put us on a global footing; if needs be, sending someone to over tournaments.

RECOGNISE GOOD WORK

Begin a club awards scheme that will see the regional winners come together at the national awards ceremony with nominees in other categories.

Seek key sponsors for all events.

This will not only reward bowlers and volunteers from every level of the game, but bring us publicity beyond the sport.

HOW WE WILL DO THIS



PLAYER PATHWAY

COACHING/VOLUNTEERS/UMPIRES



CLUB BOWLER

COUNTY BOWLER

BIBC/BIWBC SQUADS
(GENTS, LADIES, PARA)

DEVELOPMENT SQUAD
(GENTS, LADIES, PARA)

HIGH PERFORMANCE SQUAD
(GENTS, LADIES, PARA)

NATIONAL CHAMPIONSHIPS

EMPOWERING WOMEN



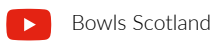
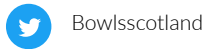
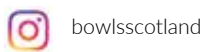
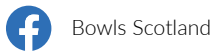
COMPETITIONS



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