

Club Emblem

Name of Club

(Founded)

Affiliated to Bowls England and Bowls Cornwall

[A Community Amateur Sports Club or Charity ?]

Address and Postcode

Tel No.

E-mail: [Address](#)

Club Development Plan

for the period

2026

Date Prepared/Approved

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Section 1 THE PRESENT?

Introduction

- **A brief history and summary of our club...**

- **Do we view our Club as a business?**

The Club is operated on the basis of a financially viable not for profit sport organisation to ensure that its income and financial reserves can cover its annual expenditure.

- **What is the Club Development Plan designed to achieve?**

- a) Effective governance, financial and administrative control.
- b) An organised Committee Structure.
- c) Comprehensive involvement of the membership in day-to-day operations and control of activities.
- d) Good retention of members.
- e) To maximise an increase in membership.
- f) Regular communications with all sections of the community, inclusive of marketing.
- g) Develop partnership working with others.
- h) Improvements in Club facilities when these are needed.

Situational Analysis

Understanding our Club's situation is an important part to help plan its future. By undertaking these exercises, we understand where the Club is, and which strategic direction it should pursue.

SWOT ANALYSIS

Our SWOT analysis identifies what we are good at, what we can do better, as well as the things which may have a positive or negative impact on our club:

Strengths	Weaknesses
Opportunities	Threats

RECENT CLUB TRENDS

To get an understanding of our club's situation we have identified the following recent trends at our club:

Recent Trends at our Club	
1.	
2.	
3.	

Section 2: FUTURE DIRECTION?

Vision

Mission

The Club will:

- Promote the sport of Lawn Bowls in the community and encourage club membership and participation.
- Foster an environment where members and visitors feel welcome.
- Develop a culture of pride and passion, where success is valued and where members are developed to their full potential.
- Attract and conduct high class events and programmes.
- Be financially successful.
- Be a responsible and active member of the bowls and general communities, complying with all appropriate legislation and rules.

Values

Respect:

All members will listen to and acknowledge feedback and treat others as equals. We will conduct ourselves by agreed standards and be positive in our thoughts and actions.

Accountability:

Members generally, Committees and Volunteers to be responsible for their actions by following clear procedures, goals, guidelines and the Constitution and Rules of the club.

Team Spirit:

Members will be unified by transparent decision making based on consensus, supported by open and regular communication.

Progression:

We will make informed, balanced decisions that consider the need to innovate and transform.

Strategic Objectives

The general purpose and desired direction of travel for the club is:

To support Bowls England's vision to, in conjunction with Affiliated Clubs and County Associations, promote the sport of outdoor flat green bowls. To recruit new participants and retain current and future participants within the sport. Bowls England's vision for the sport, how it plans to achieve its objectives and what success will look like by 2026 are:

- **Building the brand of bowls** by increasing focus on international & top domestic bowls, and utilizing opportunities such as Birmingham 2022 to achieve larger media coverage;
- **Ensuring the sport is truly accessible** to all by offering different formats of the game which suit all time constraints, as well as driving more people to clubs in new ways;
- **Creating positive playing experiences for everyone** who steps on the green, both for casual and competitive players, as well as growing our events calendar and introducing a Performance Pathway
- **Putting volunteers first**, as the lifeblood of our sport, by increasing our support for clubs in order to empower them to thrive;
- **Leading the sport with purpose** by developing our Governance structures, diversifying our revenue streams, and work collaboratively with all the sport's key stakeholders.

The Club's other particular objectives are:

- To ensure that all existing members can play the sport of bowls in good facilities in a competitive but friendly atmosphere to maintain their interest and loyalty to the club.
- To ensure that subscription and session/match fees are maintained at an affordable level across the membership.
- To encourage the playing of bowls to a high standard for all, providing coaching and skill sessions as required, delivered by qualified coaches and experienced bowlers.
- To market for new membership through various channels.
- To encourage and develop 'taster sessions' for Adults, Primary School Children and College students, creating and extending the Student Membership category, when possible.
- Develop a programme of infrastructure improvement plans to meet future sporting activity needs.
- To seek future grant funding opportunities when appropriate to support the needs and demands on the club through its desire to continuously improve.

Section 3: HOW TO ACHIEVE SUCCESS?

A STRATEGY STATEMENT; how this core areas will contribute to our overall Club Purpose.

SMART OBJECTIVES; what we are seeking to achieve in this Core Areas.

INITIATIVES; the ideas that will help us achieve our SMART Objectives.

Core Area - <i>Membership Recruitment</i>
Strategy Statement
Minimum Recruitment Aim: 2026: ?? New Adult Members 2026: ?? New Junior Members Club Development Plan 2026 period, copy attached as Appendix 'A'.
SMART Objectives
SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED
<ul style="list-style-type: none"> • To plan and execute recruitment events /promotions /marketing continuously.
Initiatives

Core Area - <i>Membership Retention</i>
Strategy Statement
To make new members welcome. To organise and provide coaching/guidance as required for all new members. To organise special events/competitions to integrate new with existing members.
SMART Objectives
SPECIFIC – MEASUREABLE – ACHIEVABLE – REALISTIC – TIMED
<ul style="list-style-type: none"> • To retain% of all new members by October 2026
Initiatives

Core Area - <i>Club Governance</i>
Strategy Statement
To ensure the administration/governance of the Club is fully in accordance with the Constitution and Set of Rules for the continued efficient running of the organisation.
SMART Objectives
SPECIFIC - MEASUREABLE - ACHIEVABLE - REALISTIC - TIMED
<ul style="list-style-type: none"> • To continue to hold Management Committee meetings each month, when possible. • To achieve Management Committee Meetings, which do not require to run for more than approximately (insert number) hours, except in exceptional circumstances. • To form other working groups of members as may be required to undertake Committee work.
Initiatives
<ul style="list-style-type: none"> • Annually to Set the dates and times for monthly Management Meetings. • Set and issue an Agenda and any Minutes of the previous meeting at least one week before the next Committee or Sub-Committee meeting, to allow for informed timely meetings. • To where possible annually identify areas for Sub-Committee or Group work.

Core Area - <i>Development</i>
Strategy Statement
<ul style="list-style-type: none"> • To maintain and improve the Clubhouse and bowling green as and when possible • To undertake other chosen projects from those listed in Appendix 'D' for which funding has been secured or available.
SMART Objectives
<ul style="list-style-type: none"> • To have planned for the infrastructure works • To have obtained funding/grants etc • To organise and supervise any intended construction and or maintenance works.
Initiatives
<ul style="list-style-type: none"> • To seek grant funding for projects. • To organise and supervise the regular maintenance of the Club buildings and grounds.

Core Area - Finance

Strategy Statement

To undertake the financial management of the club using the 2025 financial year outturn of accounts as a base year for calculation purposes and prepare 'Income and Expenditure Forecasts' for the next ensuing period of this Plan. The forecasts to be entered into the tables included in Appendix 'B'

Note: Due to the variability in inflation and purchasing costs, it would be very difficult to forecast with any accuracy more than twelve months in advance.

SMART Objectives

SPECIFIC - MEASUREABLE - ACHIEVABLE - REALISTIC - TIMED

- To achieve a proper balance between income and expenditure.

Initiatives

- To continue the present good financial governance of the Club
- To explore ways of improving the income of the Club
- To explore possible sponsorship
- To explore donations
- To investigate possible loans, if appropriate
- To investigate regular fund raising, if appropriate
- To consider financial discount offers to attract new members
- To advise on appropriate level of subscriptions and session fees
- To keep under review the financial management of the Club's income generating facilities, based on income and expenditure levels

Core Area - Bowls Play

Strategy Statement

To supervise the outdoor green, and the bowls play that takes place.

SMART Objectives

SPECIFIC - MEASUREABLE - ACHIEVABLE - REALISTIC - TIMED

- To organise all matches/competitions etc
- To supervise the maintenance and upkeep of the green
- To organise the upkeep and maintenance of the surrounds to the green

Initiatives

- To organise all maintenance of the green on an annual basis
- To organise and run all in house competitions.
- To liaise with the coaches and support members as required
- To select teams/players for all competitions
- To determine the proper use of the green

Section 4: WHO IS ACCOUNTABLE?

[List and describe the management structure of the bowls club including all officer posts down to and including the position of an Auditor!]

Section 5: HOW TO MEASURE SUCCESS?

To know if we are progressing with our Club Development Plan, we need to regularly monitor each of our Core Areas. These are our Club's Key Performance Indicators (KPIs) - the things that will determine whether our SMART Objectives are on track to being achieved:

<i>Core Area of our Club</i>	<i>Primary KPI</i>
Membership Recruitment	Achieve the 'Sporting Objectives' shown within this Club Development Plan 2026
Membership Retention	By October 2026 – retained at least [insert] % of the new members
Club Governance	Compliance with Club Constitution and Rules
Development	To have successfully maintained the facilities.
Finance	Achieving the Income and Expenditure Forecasts for financial year 2026
Bowls Play	Achievement of the set of SMART Objectives

The Management Committee Monthly Meeting Agendas should contain a KPI Report on these important Club Development Plan areas

In order to be able to measure and assess the success of objectives set out in this Club Development Plan it is necessary to have baseline data and this is shown in APPENDIX 'C'. The baseline year is 2025.

It is acknowledged that the creation of this Club Development Plan has been greatly assisted by the work of individuals and organisations who formed the concept of planning with a Vision, Mission, Values, and Strategic Objectives at the heart of their improvement and progression plans.

CLUB DEVELOPMENT 2026

ACTION PLAN

{Sample of typical actions in respect of recruitment for consideration}

Sporting Objectives	How objective will be achieved	Required resources for delivery of objective	Implications for accessing the resources	How the success will be measured
<u>New Members</u> Adult beginners, Able-bodied/disabled persons, males and females of all age ranges.	Recruiting new bowlers through sustained advertising and marketing. 'Open Days' and other 'taster sessions' arranged regularly throughout the year.	Club coaches and existing members to provide guidance to beginners. Discounted membership subscription for Beginners.	Producing posters, correspondence, letters and personal approaches to other organisations, businesses, and bodies. Also utilising all advertising media outlets in the geographical area, within travelling distance of the Club.	Achieving (Insert no.) New adult members over the plan period.
New Student/Junior Members	Working in Partnership with colleges and schools and undertaking an advertising campaign.	Club coaches and existing members to provide guidance to beginners. Free membership for students up to the age of 18 years.	Producing posters, correspondence, letters and personal approaches to schools and colleges to set up the necessary arrangements.	Achieving (Insert no.) New College and Primary School student member places over the plan period.

DELIVERY OF ACTION PLAN

The following is a summary of the actions to be undertaken by the Club and its BOWLS INSTRUCTORS/COACHES to increase membership and improve the skill levels of existing members.

TASTER DAYS

There will be days when people who have or have not bowled before are invited to the club to experience the game of Bowls. It is proposed that a number of instructors/coaches will be available to give instruction and guidance and to engender enthusiasm for the game. Where possible instruction will be given on a "one to one" basis. Emphasis will be placed on friendliness and enjoyment participating at the club. A number of 'Taster days' will be arranged.

ADVERTISING

To obtain as wide a coverage as possible for the Taster sessions a variety of media will be employed, and this could include: - Websites, Parish Magazines; Papers; Local radio; Posters; Telephoning; etc.

BEGINNERS

Once people have shown an interest and joined the Club a number of training sessions will be arranged; 2 hours duration each session; typically, 4 sessions will be given. Should more sessions be required then these can be given by arrangement. The training will involve casting a Jack correctly; the mechanics of a good bowl delivery; choosing the most appropriate shot to play and reading the head. Some of the Laws of the game will be explained as well as etiquette while in the Bowls green environment.

NEW CLUB MEMBERS

New members will be encouraged to join in with as many club activities as possible, such as, Friendly matches; league games; competitions and club social events. New club members will not be left to their own devices but helped to integrate into all club activities. At any stage if a new member requires further training this can be arranged. It is suggested that at an appropriate time all new members should meet with an instructor/coach to obtain an assessment of their progress and advised of ways to advance in the sport and improve their enjoyment.

SKILLS DAYS

Skills days will be arranged, if requested, to top up the skills for all members, new and long standing. The skills given will depend on the feedback by the members.

TRAINING OF INSTRUCTORS/COACHES

The Club will encourage its membership to participate in becoming volunteer instructors/coaches to help beginners to understand and learn the game of bowls, and in particular to become a 'Coach Bowls' Level 1 or Level 2 qualified bowls coach. It is planned that courses should become available within Cornwall, if there is sufficient applications.

EXTERNAL LINKS

An opportunity to promote interest in the sport of bowls is by contacting multiple organisations and groups including local government, golf clubs, local sports centres, women's institutes, scout troupes and girl guides etc to offer the chance of Taster sessions and at the same time to ask them to place advertising material in their headquarters and other buildings.

The above is a set of delivery proposals and possibilities that could assist in successfully completing the 'Action Plan'. This list is not exhaustive but does illustrate a means by which the Plan can realistically be undertaken.

BASELINE DATA SHEET

2025

<u>PREMISES</u>		
Overall Site Area		
Outdoor Bowls Green Area (dimensions)		
<u>USEAGE</u>		
Bowls Greens (footfall)	(insert number of) approx. person uses	
<u>MEMBERSHIP</u>		
Outdoors 2025 Men &Ladies	
<u>FINANCE 2025 YEAR</u>	(The last full year accounts)	
Income	£	
Expenditure	£	
Bank Account/Reserves	£	
<u>Subscription Fees:</u>		
Outdoor Member	£	
Life Member	£	
Under 18 Member	£ 0	

POTENTIAL PROJECTS WITHIN 2026 PLAN PERIOD

[Insert Club list of possibly needed projects]

As required by the Management Committee individual projects can be selected to be undertaken from the overall full list above if funding becomes available from either fund-raising activity such as grants from organisations or an adequate build-up of financial reserves. Any other project(s) that become important may be added if required, over the period of the plan.
