British Tenpin Bowling Association

“A New Perspective”

For Presentation to the delegates of the 2020 AGM

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1. Introduction

In 2013 we presented to you a document called A Time to Change. It was a time to change and this provided us with an excellent opportunity to look at our association and redesign it with the general membership in mind. The change happened when we needed it the most and it brought the association into the 21st Century.

We can now look back at what has been achieved and confirm that it was the right thing to do at exactly the right time and it allowed us to shake things up and get ourselves back on track. Over the last 7 years that document has been the driving force behind the association and really helped give us both the direction and the enthusiasm to make the wholesale changes that were required.

The membership called for transparency and accountability and we have provided that in everything we did. It is something that we are very proud of as a National Council. But we still need to do more. We need to make sure that our members feel the same and see us in the same way that we see ourselves. It’s far too easy for us to assume that communication is working just because it is happening. The decision of whether we are transparent enough is not ours to make it is our members that need to agree that we are seen to be open and honest and are putting their interests first.

In a constantly changing world, things do not stand still for very long and we regularly need to revisit where we are and what we want for our sport. Time has come for someone else to take over the position as Chairman and I believe that the time is right for me to step up to the challenge.

It is not just the association that is changing, the whole of our sport seems to be at yet another crossroads. Huge increases in costs for international events, replacement of gravity systems with string pinsetters, ever more pressure on proprietors to reduce expenses and increase revenue, the aging population of our membership, and our desire to show our members what benefits they can get from being part of this association. All these are factors that are pulling us in different directions.

As things change quickly around us, we need to ensure that we are also able to act quickly and decisively in the interest of promoting and developing our sport and are able to provide support and benefits for our ground level membership. This is going to require that we revisit the size and shape of the association’s management structure. We need to simplify internal systems and remove even more of the overhead and bureaucracy. These are the internal barriers that stop us moving forward in a lean and nimble way. Organisations that do not move at the same pace as the business they support will not survive.

All that said we should also acknowledge that we are doing a lot of things correctly but at the same time we are putting a lot of strain on our council members to cope with the workload. The time has come to strip everything back and make things a lot more streamlined. This will allow our council members to spend more time speaking with our members and doing what they enjoy doing.
From an external point of view, the main structure of the association and the National Council will not see a huge change. The jobs within it need to be revisited and the workload distributed more evenly. We need to focus on the things that will bring about a healthier existence for the Association and allow us to focus our attentions on the members.

This process is about rejuvenating the governing body which is why it is called “A New Perspective”. We intend to take a step back and look at the association with a new perspective and start to focus on what matters to us and what is important to our members. Without our members, the association would be no more. They must be at the forefront of our minds when we consider any changes to the way we do things.

I hope that this proposal will make the service that our members receive much slicker and easier to understand.

Lisa John
Vice Chairman
Director of Membership Services
2. Organisation Structure

As mentioned in my introduction, the structure of the organisation does not need to change and I see it being as follows:

Each of the above positions will have a seat on the National Council, with the exception of the Company Secretary whose role is purely administrative. One person may hold more than one position, however we want to minimise the workload on our council members and would like to see more people getting involved. Posts will be open for applications as and when they become available. Each post holds a 2 or 3 year term so as to ensure that key roles are not all due for replacement at the same time.

Currently our Regional Officer roles are sought through nominations by the Local Associations. This is proving more difficult to recruit and we will therefore be changing the way in which these roles are selected. They will be advertised on the website in the same manner as all other positions. All applications will be put before a selection panel, made up of members of the Executive Council, with the exception of the office of Chairman who will continue to be nominated from within the National Council, and ratified by the Executive Council.
3. Team Development

With the position of the Chairman becoming more of a figurehead position, each of the Executive Council will need to take responsibility for their workloads, and ensure their teams are delivering against their objectives. We must ensure that our teams are empowered to make decisions within their groups without feeling the need to pass ideas and suggestions through the rest of the Executive Council.

There will be a need for more regular team meetings between the Executive and their teams, ensuring that workloads are manageable, and objectives are achievable. Objectives should be set each year following the AGM and council members should be responsible for delivering against their objectives. The Executive will need to play a more active role in keeping their teams focussed and on target.

At the end of each year, and in preparation for the AGM, teams will produce a report detailing their objectives and noting what they have achieved along the way, giving examples of where they succeeded and perhaps, if applicable, where things didn’t work. We want to keep our members fully informed of what we are doing and ensure that we are all accountable.

Our Regional Officers will regularly report back to Local Associations following each meeting with a round-up of what is happening at the highest level. This is vital for keeping our Local Associations abreast of what we are doing. Local Associations will be asked to feedback information received down to their members so that they are also fully informed of what is happening elsewhere. This will help improve our communication channels.

Communication is vitally important if we are to ensure that our members feel fully informed at all times. It is also important for the Executive and National Council members to keep each other informed of their current projects between meetings and share ideas amongst their teams.

There will be a minimum 6 National Council meetings each year, held in a central location for everyone to attend. We know it is not always possible to get everyone around the table, but we must do our very best to attend these meetings and improve our communication.

Above all else, we must work cohesively and be one voice to our members to create stability within the association.
4. Role Responsibilities

Chairman

A member of the Executive Council, the role of the Chairman is to preside over all meetings of the Executive and National Council. The position will be predominantly that of facilitation, ensuring that we operate in a culture of teamwork and partnership and are empowered to make decisions and deliver against prearranged strategies and objectives.

Vice Chairman

To take over from the Chairman should he/she be unable to fulfil his/her position. This will be a role on the Executive Council and may be shared with another position.

Company Secretary

Reporting to the Chairman, the Company Secretary will be in charge of the day to day administrative duties of the Association. This will include dealing with email and telephone enquiries from our members, liaising with the European Tenpin Bowling Association and World Bowling, where necessary and dealing with any changes at Companies House. They will be responsible for arranging meetings of the National Council, as well as taking and producing minutes of meetings. Minutes of meetings will be published on the website following approval from council. They will also be responsible for maintaining all insurance policies as required by the Association.

This is a new role to the association and one that we hope we can fill as early as possible.

Director of Legal & Governance

A member of the Executive Council, the Director of Legal & Governance will ensure that the National Council adhere to all rules and regulations as set out in our Memorandum & Articles of Association. Ensuring our General and Playing Rules are up to date and in line with USBC/World Bowling. Responsible for overseeing all complaints procedures as set out within Mr Admin and reporting back to the National Council thereon.

Within the Legal team will be the following:

Licencing Officer

The Licencing Officer will be responsible for issuing all Coaches and Officials Licences, including making sure that DBS Verifications are up to date and controlling the database of licence holders.
Head of Safeguarding

The Head of Safeguarding will be responsible for ensuring we keep up to date with the latest Safeguarding responsibilities that we have as a governing body for our Youth members and will work closely with the Youth Bowling Committee, and Director of Membership where necessary.

Head of Technical

The Head of Technical will be responsible for a team who will be dealing with Lane Certifications, on behalf of the organisation.

Director of Membership

A member of the Executive Council, the Director of Membership will deal with the day to day running of the membership database and be responsible for all member related queries. They will be charged with helping to improve the benefits available to all members, including schemes which can be passed on as part of the annual membership fee. They will have full responsibility for overseeing such schemes, and administration thereof. They will also be tasked with the consideration of membership tiers and fees, which will be reviewed annually as part of the AGM.

Within the Membership team will be the following:

Head of Coaching & Education

The Head of Coaching & Education will be responsible for creating and installing a program of coaching courses to facilitate qualification to ETBF standard levels and improve the education of our existing and new coaches. They will maintain the database of all coaches. Above all else, they will provide support for our existing coaches when required.

Communications Manager

The Communications Manager will oversee all media related work, including the BTBA website and social media platforms, as well as the internal communication channels of the Association.

Regional Officers

The Regional Officers will continue to be the communications channel for Local Associations and their first port of call for all issues relating to the running of their Board of Directors. They will keep the Local Associations updated with all information that comes from National Council meetings before minutes are published on the website.
**Director of Business & Finance**

A member of the Executive Council, the Director of Business & Finance will be responsible for overseeing the business needs of the Association, including liaising with relevant parties such as the Tenpin Bowling Proprietors Association and attending meetings on behalf of the Association. They will constantly be on the lookout for sponsorship opportunities on behalf of the Association and will look to promote the Association in any way possible. They will also ensure that the Council reflects good working practices.

Within the Business & Finance team will be the following:

**Head of Business Development**

The Head of Business Development will be tasked with assisting the Director of Business & Finance with regards to all business aspects of the Association. They will provide support as necessary when called upon by their Director relating to all business matters. They will also be charged with the task of assisting the Team England Management Committee in the development of their overall financial strategy. They will work with the Director of Business & Finance to identify and secure sponsorship deals to support Team England activities.

**Treasurer**

A member of the Executive Council, the Treasurer will be responsible for the day to day finances of the association, including payment of invoices and expenses as directed by the Executive Council. They will liaise with each Director regarding budgets and finances for each financial year. They will liaise with the appointed Accountants with regards to the year-end accounts and provide a detailed breakdown of these to the council for presentation to the delegates at the AGM.

**Director of Sport**

A member of the Executive Council, the Director of Sport will be responsible for looking at ways of increasing the participation numbers, as well as the overall image of our sport. They will look to create partnerships with other organisations where bowling could benefit them, in turn increasing our membership numbers.

Within the Sport Development team will be the following:

**Head of Team England**

The Head of Team England will be responsible for all aspects of Team England. This includes working with the ETBF and World Bowling as well as our Team Managers and Coaches and dealing with all travel arrangements for our teams. (See separate section on Team England later in the document)
Inclusion & Diversity

Formerly known as the Women’s National Council, the Head of Inclusion & Diversity will be responsible for all aspects of tenpin bowling for our minority groups and will help to promote the sport to increase participation.

Tournaments Officer

The Tournaments Officer is a new position on the National Council. They will be responsible for overseeing all tournaments and processes related to them. This will include the Tournament Calendar, National Championships, Inter County Championships, Youth Tour, BTBA Tour, Tenpin Tour and tournament sanctions. We must stress that this position does not mean running all of these events, it is a leadership position where we would expect a team to sit below the Tournaments Officer taking ownership for their own individual area. This is a vital role within the council and will ensure that our sport is delivered to our members at the highest level.

Youth Bowling Committee

The Youth Bowling Committee will be responsible for the development and well-being of all aspects of youth bowling. They will work closely with other departments to ensure full compliance with all aspects of the sport.
5. Team England Management Committee

Introduction

The past few years have seen a number of changes in the management structure of Team England and we would like to publicly thank all of those that have given up their time and contributed to the success of our international teams. We would specifically like to thank Ian Oakley for stepping in, on a temporary basis last year, to help us get through our 2019 and 2020 commitments.

In this environment nothing stands still and, as we prepare once again to appoint Coaches and Officials for the next two years, we recognise that we need to both simplify and clarify the overall structure of Team England and redefine the roles and responsibilities.

In recent years the cost of sending teams abroad has risen out of all proportion and at the same time the number of events that are planned by World Bowling has also increased. The effect of this is that what was once seen as a reasonable amount of funding from the BTBA now only scratches the surface of the costs and more and more of the expenses are being met by the players themselves.

With overall memberships decreasing, and the number of centres that actively support league and competition bowling also declines, we cannot see ourselves being able to maintain the level of support that we have enjoyed in the past 2-3 years. We need to get back to overall funding numbers closer to £20,000 to £30,000 a year rather than the current costs of £55,000 and projected costs nearer to £100,000 pa.

Recently we announced that we would not be supporting World Championship Bowling for 2021 and 2022 which will make a large dent in the overall costs, but it still won’t get us down to the numbers that we need to see, as we will still want to compete domestically in the Triple Crown and in the European Championships. It is clear to us that we need to rethink exactly how we finance these events.

As a starting point we would propose that we utilise the expertise of the Head of Business Development and ask them to assist the Team England Management Committee. This role will have responsibility to work with other members of the Committee and the BTBA National Council on the development of a multi-year financial plan, that includes sponsorship, fund-raising, player direct contributions and BTBA funding that will support international events going forward. This role will need to bring together teams of people from both inside and outside bowling. It also needs to include members of the current and past England squads in order that we can gain from their experiences and perspectives.

We will continue to push ahead with our plans to develop a National Coaching team that will provide resources to Team Managers for support during training events and on hand at the events. Responsibility for the development and management of this team will be with Team England’s Head Coach.
The Head of Team England will continue to sit on the National Council and will report on strategy, objectives and financial planning through the Director of Sport on the Executive Council.

Methods of selection will change depending on the age group and will be detailed in advance along with the possible international competitions that are being considered. However, no guarantees will be made as final decisions on the events that we support cannot be made until we have full knowledge of achievements against minimum standards and all financial considerations have been fully worked out. Individuals will be selected to represent England by a selection committee chaired by the Head of Team England that includes the Team Coach and the Team Manager. A Copy of the minutes of the selection committee meeting will be submitted to, and reviewed by, the Director of Sport before any communications may be made to players.

**Head of Team England**

- Is a member of the BTBA National Council. Provides regular updates to the National Council on Team England activities. Represents all Team England related activities at council meetings. Reports to the BTBA Executive Council through the Director of Sport.
- Acts as Chairman of the Team England Management Committee that comprises of, TE Head Coach, BTBA Business Development Manager and all team managers.
- Provides Leadership and Guidance concerning Player Code of Conduct whilst they are part of the Team England setup. This includes trials, training or other Team England duties.
- Develops overall strategy for Team England and sets expectations and objectives for each age group, including the establishment of minimum standards required for events to be supported and the level of player contributions required for each event.
- Appoints all TE Management positions within the TE Management Committee.
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- Evaluates Team Manager performance within one month of each event.
- Works with the Head of Business Development to establish relationships and seek partners to minimise team expenditure on all cost lines, including sponsorship and provision of uniforms etc.
- Works with TE managers to ensure that all activities are being carried out in accordance with the required schedules for each event.
- Provides logistics support/advice to TE managers for flight and hotel bookings as requested.
- Works with Team Managers on the development and implementation of selection criteria and Chairs selection committees.

**Team England Head Coach**

- As a member of the Team England Management team, reporting to the Head of Team England, this role is responsible for the ongoing education and training for all Teams representing the BTBA at an International level.
- Works with individual Team England Managers on the development of training goals and objectives for the current squad including the establishment of minimum qualification standards.
- Responsible for the development of a National Coaching Squad that can assist in the delivery of training sessions and be available to support teams performing at International events.
- Supports members of the National Training squad on the development of individual development and improvement plans at both Team and Individual levels that can be shared with players’ personal coaches to help with progress going forward.
- Ensure that records are maintained of progress and, where possible, details of events played and individual achievements etc.
- Works with Team Manager on preparation and delivery of squad/team training sessions.
- Works with BTBA Head of Coaching & Education to ensure that all members of the National Training Squad obtain the required ETBF level education and qualifications.

**Team Manager**

- As part of the TE Management Committee, this role is responsible for the development and ongoing communications surrounding the selection criteria for inclusion into the squad for that age group.
- Participates in team selection meetings and is responsible for communication of team selections to all members of the squad whether they were included or not.
- Acts as Head of Delegation whilst at competitive events and will attend all management meetings on behalf of the BTBA.
- Works with Team Coach on preparation and delivery of Training sessions.
- Responsible for planning and communications for Selection events, Training events, International events and any other Team England related activities.
• Responsible for completion of entry forms, payment of event fees, booking flights, hotels accommodation and meals etc as required for all TE related activities. Including making sure that all player contributions are paid on time (plus guests where appropriate) and provides financial reporting before and after the event.
• Works with Head of Team England to source the best possible prices for TE activities and utilises BTBA preferred rates wherever possible.
• Establishes team uniform requirements.
• Manages all expenses in line with agreed budgets and plans.
• Responsible for all communications to current and potential squad members to ensure that everyone possible is aware of the requirements of players and their guests.
• Responsible for ensuring that all Team England Representatives comply with the Team England Code of Conduct.
• Provides event activity report and necessary press releases before, during and after the event for publication through the BTBA communications team.

Team England Coach

• Works with TE Head Coach and Team Manager on the development of training goals and objectives for that team including the establishment of minimum qualification standards.
• Prepares individual development and improvement plans that can be shared with their personal coach to help with progress going forward. Maintain records of progress and, where possible, details of events played and individual achievements etc.
• Works with the National Coaching squad to obtain support for group and individual training sessions.
• Works with Team Manager on preparation and delivery of squad/team training sessions.
• All coaches will be expected to have attained ETBF level 2 or are currently planned to achieve this level within 12 months of their appointment.