

# TENPIN BOWLING SPORT FOR A LIFETIME

*An opportunity for change*



STRATEGIC PLAN  
2010 - 2013

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## Introduction

Tenpin Bowling Australia Limited is the body recognised by the Australian Sports Commission to lead the development of the sport in this country – the Board and I, as it's CEO, are acutely aware of the challenges ahead and the crucial importance of working closely with the bowling industry to initiate improvements that will provide mutual benefit to bowlers.

To be successful our sport needs strong leadership, a united vision, and hard work, and while ambitious, the 2010 – 2013 strategic plan is designed to build on the significant progress the sport has made in the last 2 years to ensure a strong, successful and sustainable sport into the future.

In addition to the support of the industry, the success of this plan will also require the support of the sport's members through membership. The time to change our history is now, so join the sport you love, pay your membership and become a positive contributor to the future of the sport.

Very simply, your sport needs your support to be sustainable.

## Our Vision:

TENPIN BOWLING TO BE RECOGNISED AS A MAJOR LIFETIME SPORT OPTION FOR ALL AUSTRALIANS

## Our Mission:

WORK WITH INDUSTRY TO CONTINUALLY IMPROVE THE TENPIN BOWLING EXPERIENCE THROUGH:-

- Providing strong leadership and direction that guides the sport towards our vision
- Growing the game and profile with new participants, commercial partners and sponsors
- Nurturing the international achievements of our national teams and athletes
- Developing and strengthening our grass roots programs through strong partnerships with government, our bowlers and officials
- Preserving the traditions that shape the values and ethos of our game.

## Core Values

Commitment to core values is fundamental to implementing the wide-ranging changes necessary to revive bowling in Australia. We have identified these as:-

VALUE	COMMITMENT
Performance	to deliver
Quality	to improve
Respect	to care
Responsibility	to do what's right

## Key Stakeholders

Tenpin Bowling Australia's key stakeholders include businesses and people with whom we interact and on whom we depend to assist us in the delivery of our strategic priorities: We understand that as a predominately volunteer based sporting organisation our success is reliant on strong buy-in from the many individuals who generously dedicate their time to advance the sport and/or contribute to the advancement of our athletes. We also understand the mutual dependency of the sport and the Australian Proprietor base and are dedicated to building strong and healthy relationships with both AMF and independent proprietors. For our strategic plan to be successful, we require the support of all of the stakeholders listed below and remain committed to professionally advancing the sport through the engagement of all of our identified stakeholders.

- State and Territory Associations including Managers, Committees and Boards
- Registered Centre Proprietors including AMF and the ABPA (as the recognised representatives of the majority of Independent Registered Centre Proprietors)
- TBA Management Team & Staff
- Government Agencies including the Australian Sports Commission, Australian Sports Anti-Doping Authority & State Departments of Sport and Recreation
- Company Sponsors, including Virgin Blue and Europcar
- Coaches and Officials as part of the National Coaching/Officiating Accreditation Scheme
- High Performance Professionals, Coaches and Officials
- Our dedicated league and tournament bowlers

## Our Future

**The vitally important goals identified as priorities to drive bowling's resurgence in popularity and participation are to:-**

1. Bridge the gap between social and competitive bowlers, through the development and implementation of ASC accredited coaching and instruction programs.
2. Be a top-five participation sport in Australia as measured through the ERASS Survey, through the implementation of professional business practices and the development of quantitative and qualitative data research which supports our claims.
3. Significantly raise the profile of tenpin bowling in Australia, through taking full advantage of marketing and media opportunities.



## Our identified Strategic Priorities are:

1. Membership Growth and Development
  2. Build Strong Key Stakeholder relationships
  3. Professionally managed and financially secure sport
  4. Develop and foster our high performance athletes
  5. Raise the profile of the sport to the General Public
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# 1. Membership Growth and Development

## Statement of Intent

*1.1 Increase the number of TBA members from existing competition participants*

## Statement of Intent

*1.2 As a “Whole of Life” Sport, grow the overall number of participants in the sport through providing clear pathways at every level for athletes, coaches and officials*

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## Strategies

- 1.2.1 Roll out a heroes program profiling successful competitive athletes with the aim of attracting juniors
- 1.2.2 Develop a Junior sport strategy

**Performance Targets:** 25,000 Members by 31<sup>st</sup> of December 2010  
40,000 Members by 31<sup>st</sup> of December 2011  
60,000 Members by 31<sup>st</sup> of December 2012  
70,000 Members by 31<sup>st</sup> of December 2013

\* *The above performance targets may be subject to change dependent on the quantified number of current competitive sport participants*

## 2. Build Strong Key Stakeholder Relationships

### Statement of Intent

*2.1 All bowlers to recognise one governing body for the sport*

### Statement of Intent

*2.2 Partner with AMF and the ABPA to improve business and bowler benefits*

#### Strategies

- 2.2.1 Jointly explore opportunities to leverage AMF's and ABPA's commercial resources with the benefits of TBA's not-for-profit status, for mutual gain

### Statement of Intent

*2.3 Utilise the resources and expertise of the Australian Sports Commission to assist in the achievement of the sports strategic objectives*

#### Strategies

- 2.3.1 Maximise TBA's involvement and communication with the Australian Sports Commission to cement a long term legacy of Innovation and Best practice within the sport
- 2.3.2 Work with the Active After Schools Communities Division to dramatically increase the number of schools offering tenpin bowling as an After School program
- 2.3.3 Develop and implement a National Interschool program

### Performance Targets:

- All competing associations are either merged or affiliated with TBA
- Stakeholders to rate their relationship with TBA as healthy (over 60%), through an independently managed, annual health-of-relationship audit
- Active After Schools Program operational in minimum 3 states
- **National Interschool Program measure to be determined**

### 3. Professionally managed and financially secure sport

#### Statement of Intent

***3.1 Board and staff commitment to innovative management practices in governance, administration and financial management that enable the organisation to thrive now and into the future.***

#### Strategies

- 3.1.1 In association with the Innovation and Best Practice division of the Australian Sports Commission, to conduct performance reviews on the Board and Management team.
- 3.1.2 To provide relevant and ongoing training for Directors and staff
- 3.1.3 To develop and implement a succession plan for Board members and key staff within the management team
- 3.1.4 To develop career pathways for all TBA Officials and Coaches
- 3.1.5 Seek legal advice regarding copyrighting the sports intellectual property of the rules and regulations

#### Performance Targets:

- Independent Performance Review determines the TBA Board and Management Team have the appropriate skill set to deliver the 2010 - 2013 Strategic Plan
- Continued responsible financial management resulting in improved number and quality of programs and ultimately increased benefits for members

## 4. Develop and Foster our high performance athletes

### Statement of Intent

**4.1** *To foster the success of Australian athletes at international competition.*

#### Strategies

- 4.1.1 Develop and maintain a world class High Performance Program
- 4.1.2 Maintain Tenpin Bowling Australia Limited's "pure performance in sport " commitment, through our close relationship with ASADA
- 4.1.3 Development and implement a strategy which increases our high performance athlete's exposure to International lane conditions
- 4.1.4 Review pathways to ensure a clear and transparent view of the opportunities for athletes, coaches & officials progress within the sport

#### Performance Targets:

- Australian Teams achieve top 10 world rankings as measured by medal tally at World championship events by 2011
- Australian Teams achieve top 5 rankings as measured by medal tally at Asian Zone championship events by 2011
- Australian Teams achieve top 5 world rankings as measured by medal tally at World championship events by 2013
- Australian Teams achieve top 3 rankings as measured by medal tally at Asian Zone championship events by 2013

## 5. Raise the profile of the sport to the General Public

### Statement of Intent

*Explore digital and free-to-air broadcasting opportunities to maximise the sport's exposure*

### Strategies

- 5.1.1 Attract sponsorship and explore commitment to package and air coverage of tournament on free to air TV by 2012
- 5.1.2 Research the digital broadcasting opportunities including web streaming etc to enable National competitions to be accessed by TBA members

### Performance Targets:

- ERASS survey shows a growing awareness and increased participation in the sport of tenpin bowling