



## **BOARD MEETING MINUTES**

**(Meeting held at Sportscotland, Edinburgh on 14<sup>th</sup>, 15<sup>th</sup> September 2017)**

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### **PRESENT:**

John Bell (JB) – President/Chairman  
John McArdle (JM)-Regional Director  
Karen Murphy (KM) -Regional Director  
Garry Collins (GC) -Regional Director  
Claire Leonard (CL) – Appointed Director

### **APOLOGIES:**

None.

### **IN ATTENDANCE:**

Gary Smith (GS) – Chief Executive  
Roger Black (RB) - minute taker

### **1. WELCOME:**

The President opened the meeting at 09.00 hours (UK time) and welcomed all to the Board meeting with a particular reference to Claire Leonard, Appointed Director attending her first face-to-face meeting.

### **2. DECLARATIONS OF INTEREST:**

There were no amendments or additions required to the declarations already recorded in the May 2017 minute.

### **3 CONFIRMATION OF MINUTES OF PREVIOUS MEETING:**

**Tabled:** Minutes of Board May 2017 meeting.

The minutes of the May 2017 meeting were unanimously accepted as a true record.

### **4 BUSINESS ARISING**

No matters arising that are not covered in the agenda.

### **5. PRESIDENT'S REPORT**

**Tabled:** President's written and detailed report was circulated to all Directors prior to the meeting. JB listed the following as indications of the positive steps forward undertaken to date by the Board:-

- Creation of a robust financial management and forecasting system. Introduction of a WB Development Strategy, which has brought benefits to numerous small bowling nations.
- Provision of assistance and guidance to new bowling nations.

- Organisation of a European Development Seminar involving numerous member nations to emphasise the need for more effective action to promote our sport.
- Formation of Bowls Oceania.
- Training of numerous technical officials.
- Submission of an excellent bid for IOC membership.
- Comprehensive review and update of WB Performance Standards for Synthetic Bowling Green Surfaces.
- Provision of effective media strategy.
- Development of WB Website.
- Introduction of WB social media.
- Generating effective action to curtail the use of illegal bowls.
- Development of a WB coaching qualification.
- Election of GC, the appointment of Director (CL) and appointment of Media & Communications Consultant (DA)– increasing WB’s expertise and skill base.
- WIBC on the brink of affiliating to WB – bringing an opportunity to enhance WB’s event programme.
- Successful organisation and implementation of WB’s event programme.

JB added that WB should be proud of the progress being made but he was acutely aware of the inherent lack of resources of manpower and finance that is hindering that progress. He therefore considered that it was imperative that WB:-

- (i) Make the very best use of these resources within the organisation, and
- (ii) Investigate how WB can best attract the appropriate external support.

JB added that, in conjunction with the actions generated by the Strategic Plan and associated Operational Plan, the following points should be considered:-

**1 The existing WB organisational structure** should be re-examined and adjustments and revisions made which will make it more capable of taking advantage of any potential support that exists within the global bowls community. JB referred to the minutes of the WB Review Committee Meeting from 2011 and that while much of the agreed content remained and is still embodied in the WB operation today, one of the key elements, committees had all but disappeared. He added that at the time of the 2011 review a range of committees was considered necessary to enable WB to dispense its duties and responsibilities effectively.

They covered the following functions – development, events, technical, appointments, audit/risk, CEO performance & remuneration, marketing and communication and disciplinary. Currently there was only one committee operating – the Laws Committee and he was of the opinion that it was time to revisit the question of whether further committees could be used to WB’s advantage. They could be the key to increasing effective action by unlocking the door to invaluable expertise and knowledge that WB could attract and use as a means of driving forward priorities, which are currently languishing through lack of resources.

**2 The Review Panel of 2011 agreed that regional representation was essential to create a credible world governing body.** It stated, ‘by guaranteeing regional representation the general membership would feel that they would possess a level of ownership of World Bowls, its objectives and strategies.’ JB subscribed to this view and considered the development initiatives can be most successfully delivered through the

regions.

JB aired the view if it was not realistic, effective or practical, to have the Americas combined with Africa, or for Asia to be combined with Oceania and that additional Directors for the Americas and Asia were perhaps required.

JB also raised the question of who should be eligible for Directorships. Questions have been asked – through our Strategy consultation exercise – why can't unpaid post holders of member authorities be eligible and that it may be the time to open that door as well and give WB access to more expertise. The WB conflict of interest protocol will eliminate any question of bias and parochialism.

### **3 Pivotal Role of the CEO**

JB acknowledged that the CEO has vast knowledge and experience of all matters appertaining to our WB organisation. There should be no confusion now about his role. The Board dictate WB policy and sanction subsequent action but the CEO provides professional guidance and advice in shaping both strategic and operational matters, as well as being responsible for the implementation of much of them. With the support of his assistant they undertake a myriad of administrative duties. He added that, looking ahead - the possible adoption of a 'committee system', and the incorporation of the WIBC involving a full review of events along with a renewed effort to maximise progress with existing initiatives will need the specific attention of our CEO. With this in mind JB asked the Board to revisit the CEO's role as Tournament Director at WB events and consider whether it thought that this might impinge too much on his wider role as CEO. In doing so he emphasised that this was in no way a reflection on the operation of the WB current events programme, which is very successful, and should not be compromised in any way.

GC suggested that to facilitate decision making, it would be useful to understand the breakdown of the different functions of the role of CEO and the proportion of time currently spent on them in order that each function is clearly understood and dealt with appropriately. This would enable both the Board and the CEO to make informed decisions regarding task allocation, resource required and succession planning. The CEO agreed to provide a practical method of quantifying this in his quarterly reports. The content of the Chairman's report was then discussed in full. The Board agreed that the current regional board based structure, created following the 2011 review, was not working to its full potential – Africa and the Americas do not sit comfortably together and that this current region and the Asia and Oceania region are too big a region for one Director to serve effectively.

The Board also agreed to separate Directors for both the Americas and Asia in the future, however in the meantime agreed to appoint a director for the Americans and Asia to help the situation before legally splitting the regions in the future.

KM referred to her visit to the SEA Games stating they were delighted to have a representative from WB and she took the opportunity of speaking to representatives from the participating countries. There was an underlying feeling that any Director from this region had to be a person who knew the area, was hands-on and who was capable of building on relationships.

There was also a discussion on the length of terms of office for Directors. Initially in 2001, two Directors were appointed for 2 years and two for 4 years but this was altered in 2006 to all terms of 4 years and subsequently to 2 years, which could now mean that all elected Directors could be replaced in the same year.

The current restrictions contained in the Articles that prevented employees, Directors of a National Authority or executive members of the Board of MNA's from being elected to the WB Board appointed to the Board of WB was then discussed in detail. It was agreed that this clause required to be amended to refer only to employees of MNA's. It was resolved to refer the proposed amendment to the Articles for the Council to consider.

JB then referred to the part of his report relating to re-visiting the CEO's role as Tournament Director at WB events. The Board acknowledged that the presence of the CEO at events was necessary and beneficial. There was little doubt that the presence of the CEO at events was not restricted to simply running an event but that there were wider issues including relationship building, PR and most importantly WB representation to be considered. In addition, events were not always going to take place in the same place and continuity was important. The survey of MNA's undertaken a few years ago indicated that events were important to them and that more events were welcomed.

**Resolved:**

Following on a thorough, detailed and in-depth discussion on the points raised by JB, the Board agreed there was a need to review the regional system with the aim of 'appointing' a Director specifically attached to the Americas and a Director specifically for Asia. GS to forward the current document outlining the duties of a Regional Director in order that job descriptions can be formulated for these Appointed Directors. The specific areas related to Asia and Oceania and the Africa and the Americas.

The current Articles would require to be re-visited with a view to modernising and bringing them up to date with proposed changes to the board structure.

Re-examine the criteria relevant to being elected/nominated to the Board of WB. GS to progress.

The Board would look to form Committees/Working Groups where it was felt they could expedite key actions generated by the Board's revised Strategic Plan, proposed Commercial Strategy and Operational Plan. GS to liaise with the Chairman.

The Laws Committee to be reorganised under the Chairmanship of Kerry Clark CNZM OBE to include Constitution as well as Laws, which it was at one time. GS to liaise with KC.

The Board resolved that the CEO would continue in the role of Tournament Director of WB events.

GS to progress the proposed amendment to the Articles relating to Directors and employees of MNA's being elected to the Board of WB for the Council to consider.

**Action:**

Reorganise the Laws Committee to include Constitution, the latter being an area where Kerry Clark had much experience.

GS to consider relevant revision of Articles for consideration at Council.

The Board to refresh and review the duties and skills required of Directors and Appointed Directors. Regional Directors to liaise with GS.

GS to determine a method of quantifying the breakdown of his wide-ranging role and how that could be meaningfully reported quarterly. GS to Progress.

## **6. FINANCE REPORT**

**Tabled:** Income and expenditure statement, balance sheet and actual v budget for the current financial year to 31<sup>st</sup> August 2017, and financial forecast to 2020 had been distributed to Directors. GS updated the Board with the financial position of the organisation detailing the various entries in the accounts.

Invoices had been sent to bowls manufacturers for the second tranche of their fees.

GS advised that future affiliation fees would be calculated on the agreed changes to affiliation fees so 2018 fees would amount to 2017 affiliation fee plus 2%.

There was an on-going saga with the Malaysian test table, which was established some 2 years ago but had never been operational and there appeared to be a dispute over ownership. Invoices had nevertheless been issued for payment of fees.

The annual council meeting to approve the annual accounts had been arranged to be held during the Champion of Champions in November 2017.

### **Resolved:**

It was agreed to continue with the assistance provided by the current financial consultant on WB financial matters.

## **7. CHIEF EXECUTIVE REPORT**

**Tabled:** Chief Executive's written report was circulated to all Directors prior to the meeting and covered affiliation matters, manufacturers and testers, artificial surfaces, events, IOC recognition process, staff matters and Laws Committee matters.

### **Affiliation matters**

GS updated the Board with regard to affiliation fees and returns – Samoa had now paid their fees but their completed return was still awaited. Issues continued with Brazil and Swaziland due to difficulties in establishing contact and Zambia also had not made any return. Technically these countries should be suspended from WB.

The Board was updated on the position in Cyprus where a club in the northern part of the island wished to become a member but politics prevented this from taking place.

The International Deaf Bowls Association did not consider their members were disabled and therefore they were not members of IDB. It was agreed to allow them to become a recognised body within WB.

Iran had paid their £25 fee to become a Development Member and the Board approved their membership application. KM spoke highly of the official with whom she had made contact in Iran and whom she had met at the SEA Games in Malaysia.

GS reminded the Board of the date by which fees and returns had to be made – 31<sup>st</sup> December of each year and the Board agreed to have this date altered to 15<sup>th</sup>

December to avoid the inevitable delays caused by Christmas and the New Year when most MNA offices were closed.

### **Manufacturers/Testers**

Bowls testers in Australia had raised questions on the lack of testing of bowls because of the domestic regulations in force by Australia and the matter had been referred to Bowls Australia to consider. A response was awaited.

A similar position existed in Scotland and was affecting a bowl tester in Edinburgh, whose business had all but disappeared. Letters had been exchanged between the tester and Bowls Scotland. At one time up to 4000 bowls per quarter were being tested. The lack of testing could in effect mean that many illegal bowls were in use. The issue was still being considered by Bowls Scotland.

An approach had been made to GS from a bowls manufacturer enquiring whether bowls smaller than double zero could be manufactured and made legal under the Laws of the Sport to allow younger people to play the sport. "Older" players could also be interested in such smaller bowls. At present double zero was the minimum legal size of bowl. It was agreed to wait on an official proposal from the manufacturer to be presented via their local Member National Authority, when the Laws Committee would be consulted.

### **Performance Standards**

GS referred to the latest technical document from Labosport (Keith McAuliffe) with the recommendations for changes to the testing and approval process for lawn bowls surfaces. The Board were very appreciative of the high quality of the report.

### **International Olympic Committee/Sport Accord (now GAISF) Update**

GS updated the Board on the latest exchange of correspondence with GAISF. The Board were dismayed to hear and were extremely disappointed in the treatment received from both GAISF and the IOC, despite an encouraging initial meeting with the IOC in Lausanne.

GAISF advised WB that in order to move forward with an application for membership of GAISF, WB would have to follow the GAISF statutory membership process. The process is that a non-refundable payment of 4000CHF (approx. £3100) is necessary to start the process. One of the stated aims of GAISF's recently created initial level of GAISF recognition i.e. Observer Status is to assist and accelerate efforts by International Federations to meet the minimum criteria to apply to be a full GAISF Member.

GAISF would then be in a position to assess whether WB qualifies to become an Observer Status member. Observer Status membership comes with a membership fee of 8000CHF (approx. £6200) per year.

The Board discussed the issues surrounding potential membership and the related costs and what benefits would come from membership.

The Board were very conscious of spending member's funds wisely and could not see the benefits of spending that amount of money with no ultimate guarantee of achieving full membership status.

CL was of the view that WB should ask GAISF for details and information on what WB would receive for the annual fee and what were the benefits. It would also be interesting to know the number of Observers Members currently in GAISF.

### **Events**

GS updated the Board on the entries for the Champion of Champions – now standing at 53.

The Board had also been copied into the correspondence between WB, BA and Warilla for the 2018 & 2019 World Cup and the issues over sponsorship live streaming etc, which it was anticipated would be resolved shortly.

The arrangements for the 2019 Atlantic Championships were progressing satisfactorily. Should the bid by England to host the 2022 Commonwealth Games be successful, the greens at Leamington Spa would be used for the bowling event.

Kerry Clark CNZM OBE, the WB Technical Delegate for CG2018, had reported that all arrangements for the Games were progressing satisfactorily.

Bowls Australia had issued documents to their clubs for hosting the 2019 and 2020 Champion of Champion.

GS intended to visit Moama at some time during the period between the end of the 2018 World Cup and the Commonwealth Games in order to discuss their strong interest in staging a future major world event.

It was known that Hong Kong would be formally bidding to host the 2024 World Championships and was in the process of completing their bid for submission, with China bidding to host the 2023 Asia Pacific Championships.

### **Athlete's Commission**

KM spoke about the Athlete's Commission, outlining the responsibilities and aims as listed by the IOC. Terms of reference would require to be drawn up. Two representatives would be nominated by WB with a further three being nominated, preferably involving players currently involved at a high level within the sport. MNA's would be required to be approached for nominations to sit on the Commission possibly for a period of two years. KM would be the Chairperson.

### **International Bowls for the Disabled (IBD)**

The board had received a written report from IBD with details of activities.

#### **Resolved:**

International Deaf Association to be recognised as a separate body by WB.  
Iran's Development Member application was approved by the Board.  
Fees and returns from MNA's to be received by 15<sup>th</sup> December each year.  
GAISF-The Board resolved that further clarification was required from GAISF before making a final decision on membership. MNA's would then be informed accordingly.  
A full review of WB's event programme would be undertaken if the WIBC agree to be affiliated to WB.

#### **Action:**

GS to seek further information from GAISF on membership costs and benefits.  
The Board agreed that GS continue to liaise with KMCA of Labosport and finalise the content and recommendations in the Performance Standards report.

## **8. DEVELOPMENT & REGIONAL DIRECTORS' REPORTS**

**Tabled:** Written reports from the Regional Directors were circulated in advance prior to the meeting.

### **Europe**

GC brought the Board up to date with all the current developments and issues in Europe. The development of a commercial complex in France was expanded upon with the Board being updated on progress to date.

The organisation of bowls in Portugal continued to be problematical.

Further meetings would be held with European nations representatives during the forthcoming European Team Championships in Jersey.

### **Americas and Africa**

In the Americas region, contact with Brazil was proving difficult, although it was known that Brazil and the Argentine had met recently in international competition.

Bowls Canada and the USA were keen to keep relationships alive with the Southern American countries.

In the African continent, problems had been experienced in establishing contact with Zambia and Swaziland but had recently been re-established.

The 2018 African States tournament was currently being hosted in South Africa and it had now been agreed that future editions would be scheduled to be held every two years, the next AST being due to be held in Kenya.

### **Asia & Oceania**

KM updated the Board with what was happening and being developed in each of the MNA's located in Asia and Oceania region.

Iran was the latest MNA to apply for Development Membership of WB and were keen to progress.

Pakistan had intimated to KM that they wished to become full members but evidence of advancement and development in facilities, greens etc was slow in forthcoming.

It was encouraging to learn from the "smaller" MNA's in the Oceania area that on the back of the development strategy, there had been marked progress and enthusiasm in several areas. BA and Bowls New Zealand were both forthcoming in providing assistance also when asked.

Bowls Oceania had now produced a new logo and a bank account would be opened in Fiji in the name of the Oceania organisation.

### **Coaching Committee**

KM prepared a paper for the Board outlining the development of a World Bowls Coaching Program. Together with Dr Simon Botha (South Africa currently working with Malaysia) and Trevor Davis (South Africa) they formed a steering committee at the recent SEA Games held in Kuala Lumpur and produced a comprehensive list of objectives that would be considered for the preparation of a coaching manual.

The overall objective was to create a WB coaching program drawing on the expertise already in existence in major established bowling nations. KM suggested that WB should invite all MNA's to submit material, collate it and use the information to create a WB workable manual for use, similar to that already created and in use by BA. (BA had already agreed that WB could utilise their manual and material, suitably adjusted, branded with suitable credits to BA, for WB use).

The main objective was to create a manual for the use of "smaller" MNA's who did not have their own coaching program and make available a credible WB Coaching qualification.

The website would also be utilised to showcase the coaching material.

#### **Resolved:**

MNA 's to be contacted and asked to submit any coaching material/manuals etc they have with a view to combining all material to create a WB Coaching Manual. GS to progress

The application from Tonga, currently a development member for development assistance was approved by the Board. KM would provide further clarification on the assistance and costs involved and provide guidance for Tonga.

#### **Action:**

CL & GC to make further contact with France to obtain an up to date report on developments relating to the new bowling complex. GC & JB to meet with



representatives from the France bowls authority during the EBU event in Jersey later in the month.

JB asked that the development strategy be re-visited to ascertain if further assistance could be provided in suitable cases due to the success of what had already been achieved and reported upon. Chairman to liaise with GS and Regional Directors.

## **9. WORLD INDOOR BOWLS COUNCIL**

The Board conducted a joint meeting with representatives of the WIBC to discuss further and progress the request by the WIBC to affiliate to World Bowls, which would result in the WIBC applying for membership of World Bowls. The current WIBC to be renamed the International Indoor Bowls Council (IIBC) would initially join World Bowls as an Associate Member of World Bowls. The meaningful, constructive discussions that ensued paved the way forward and both bodies reached agreement on a framework for the future that would allow the IIBC to become Associate Members of World Bowls. The WIBC would present the finalised agreement between both organisations to their members for ratification. The final details of the agreement would then be circulated to all interested parties.

### **Resolved**

WB representatives to meet WIBC in early December to progress the agreement.

## **10. MARKETING, MEDIA & PR & SOCIAL MEDIA**

### **Website**

CL advised the Board of the improvements that had been made to the website over the previous months, which included:

- changing the layout of the opening page – news items had moved to the top of the page and certain functionality down.
- the You Tube link was added to enable easier understanding of where the connection to the You Tube channel was on the page.
- the Member Nations page now had a map of the world showing where MNA's were located and included click on links providing contact details.

Further work will be carried out over the next three months to ensure the content is refreshed as far as is possible, including:

- The display of events will be simplified to concentrate on the periods of interest
- The home page banner will be linked to events/results during WB events to ensure it is as easy as possible for site visitors to find out the latest results

The statistical analysis of visits to the site showed a 7% rise over the year to date.

Peaks were obvious during events.

### **Digital**

The Board recognised that it was important that the eventual aim for WB is to have a digital media strategy but that for this to be a meaningful exercise, further investigations and research was required regarding scope and resource requirements.

The Asset Resource Centre (ARC) aspect of the website would provide an opportunity for "smaller" nations specially to access professionally prepared documents for their own use.

An initial list of assets was currently available but training videos would have to be prepared to enable MNA's to access, amend and download these resources.

### **Video**

Permission had already been received from several MNA's to use and re-produce what they had developed internally for promoting the sport worldwide. Evidence shows that short, sharp videos are becoming the preferred online method of communicating promotional and educational messages.

An edited version of the promotional video clip of BA's Premiere League is to be inserted on the WB home page asap. Likewise, WB has obtained permission to edit the excellent Bowls Canada promotional video ('Bowls – It's just Brilliant') for use as a universal promotional tool to raise the image of our sport.

### **Commercial backing**

The continued challenges in attracting website advertising and other commercial income was discussed and it was agreed that professional expertise needed to be engaged.

### **Social Media**

GC & KM reported on the increasing Facebook and Twitter followers and appreciation was expressed to them both for their continuing commitment to posting articles on these social media.

Automatic re-tweeting was raised but it was agreed that it would not be implemented to prevent contentious or controversial issues being inadvertently published.

### **PR/Comms**

David Allen was also praised for his continued excellent media efforts which are making a valuable contribution to the profile of both our World Bowls organisation and our sport.

#### **Resolved:**

CL to provide costs for video editing and production for Board consideration.

CL to prepare a paper outlining the 'commercial offer WB has available for potential sponsors/commercial partners.

The Board also agreed to revisit a previous proposal from Hunter Johnstone on how it could be engaged to seek advertising & sponsorship revenue for WB.

## **11. STRATEGIC PLAN 2018-2021**

The draft strategic plan was issued in advance of the meeting and was thoroughly discussed and reviewed. The finalised version would be produced and circulated to Member Authorities. The revised version to be backed up by the production of a commercial strategy and an operational plan by end of 2017.

## **12 GENERAL BUSINESS**

A suggestion had been made by NZ that WB consider creating a Hall of Fame. In principle it was thought to be a good idea and KM agreed to obtain the criteria used by BA and Bowls NZ for the Board's consideration.

KM asked that a world ranking system be considered and that it should be restricted to Member Nations rather than for individuals. MNA's could then possibly use their positions within a ranking list to obtain funding, sponsorship etc.

KM also referred to the newly re-carpeted greens at Bukit Kiara, Malaysia, and that it was well below an acceptable standard. KL would provide a report, complete with photographs, to GS to forward to Keith McAuliffe of Labosport for further action.

#### **Resolved**

It was agreed that GS and KM liaise to take the matter further and produce an acceptable document for consideration by the Board.

**Future Meetings**

The next face-to-face Board meeting would be held on 16<sup>th</sup> /17<sup>th</sup> April 2018, starting at 1.00pm on 16<sup>th</sup>.

Any current Director not re-elected at the next election process to be held later this year/beginning of 2018 will not be required to be present at the Council Meeting.

Appointed Director(s) will not be in attendance.

The next Board meeting would be held by Go-To-Meeting Conference in December/January.

The meeting finished at 1.15pm on 15 September.

Roger Black

27th September 2017