

## QUESTION: How do you effectively support your Sporting Structure to deliver your sport?

- » *Sporting Structure refers to the delivery structure used to provide programmes and services to your customers. i.e. the hierarchy of affiliated/managed organisations from national level down to the end-customer (e.g. NSO - RSO – Club; or NSO – Regional Franchise – RSO - Local Centre etc).*

### Expectations:

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1. Needs of organisations within sporting structure understood and documented.
2. All affiliated organisations have capability assessed, with planned development and performance monitoring.
3. Support programme providing resources, services, templates and advice to affiliated organisations.
4. Communication plan implemented to ensure effective inter-relationships.
5. Regular review and improvement of relationship-building methods.
6. Process for obtaining, analysing and taking action on positive and negative feedback.
7. Range of methods to contact your organisation and key people.
8. Policies ensure funding distribution is strategically-aligned and supports your sporting structure needs (where relevant).

### Detailed Expectations for 'Sustainable' Organisations:

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1. Good understanding and documentation of the needs and expectations of organisations within the sporting structure (NSOs, clubs etc). (e.g. regular survey to ascertain what aspects they are effective in the delivery of sport products/services/experiences and where they would most value support from a governing body, affiliate or collaborative partner etc)
2. All levels of sporting structure have their capability assessed and supported as required (e.g. regional capability development, club capability development). Development plans for improving capability of regions/clubs linked to monitoring of performance. Process for dealing with underperformance or for identifying and assisting parts of the sporting structure (e.g. regions, franchises, centres, clubs) that are having difficulties.
3. Support programme in place providing resources and services dedicated to sporting structure development (possibly including financial management support, club development, support for establishment or rationalisation of facilities, database management, marketing etc). Templates and/or support and advice are provided to assist with alignment of planning and delivery of programmes. This support may be provided directly by your organisation or in collaboration with other organisations (e.g. RSTs, Councils, Facility providers, sports businesses/consultants etc)
4. Communication plan to ensure effective relationships with affiliated organisations (or their equivalent) to retain them, enhance their performance, meet their sporting expectations and to foster positive interactions. Regular meetings, forums (in person or online) or other consultation to allow two-way communication.
5. Methods for building relationships with organisations in the sporting structure (e.g. regions/clubs) are regularly reviewed after consultation and feedback.
6. Process in place for obtaining input and feedback, both positive and negative. Forum for receiving, analysing and resolving issues.
7. Various methods for contacting your organisation e.g. phone, mobile, email, website, meetings, mail. Contact details for key people (Board members, staff and/or volunteers) made available.

8. Where your organisation distributes funds there is a process in place to ensure the distribution of funds supports the direction of your organisation while meeting the needs of members. Distribution strategy and policy in place. Clearly linked to strategic direction.

### **Examples of Good Practice**

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

3. Example – Sport Southland's event support initiative for its region's clubs
3. Example – Sport Start helps clubs attract and support newly-active participants
3. Example – Bowls NZ Mates in Bowls (MIB) national initiative for clubs

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### **Further Reference**

Community Net – Organisational Structures

Community Net – Legal Structures

Community Net – Stages of Development

SPARC – Sportville Model Review

Community Net – Review and Renewal

SPARC – Nine steps to governance resources (Sample structures)

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**ID Number: 60      Ref: D1.1-2**

## QUESTION: How do you make sure there are adequate policies and procedures throughout your Sporting Structure?

### Expectations:

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1. Constitutions are reviewed for alignment (e.g. NSO vs RSOs vs Clubs).
2. Constitutions clarify roles and responsibilities of organisation and its members or affiliates.
3. Memorandum of Understanding may be in place if required.
4. Specific policies and procedures to clarify responsibilities around sporting structure support and/or development (as relevant).

### Detailed Expectations for 'Sustainable' Organisations:

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1. Constitutions for various parts of the sporting structure (e.g. NSO/RSO/Club constitutions) are reviewed for alignment.
2. Constitutions cover the roles and responsibilities of the organisation and its members/affiliates.
3. Memorandum of Understanding may be in place if required to clarify or expand on the agreed alignment, role and responsibilities.
4. Other specific policies and procedures as relevant to sporting structure support and development (e.g. funding distribution, financial management responsibilities, database privacy policies).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example

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### Further Reference

[SPARC – Commentary on constitution types](#)

[SPARC – Example constitution for traditional NSO structure](#)

[SPARC – Example constitution for unitary structure](#)

[SPARC – Charitable trust deed template](#)

[SPARC – Sample Memorandum of Understanding \(MOU\)](#)

[Community Net – Organisational Structures](#)

[GymSports NZ Organisational Transformation Plan – New Constitution](#)

[Alberta Not for Profit Sector – Developing Policy](#)

[Know How Non Profit – Policies and Procedures](#)

[NSCSS – Simple policies and procedures manual](#)

[SPARC – Policy development \(Running Sport\)](#)

[SPARC – Draft constitution \(ClubKit\)](#)

[Community Net – Legal Structures](#)

[Community Net – Stages of Development](#)

[SPARC – Nine steps to governance resources \(Sample structures\)](#)

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ID Number: 499 Ref: D1.1-3

## QUESTION: How do you identify and respond to meet your Sporting Structure's future needs?

### Expectations:

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1. Monitor health of organisations and emerging issues, risks and opportunities for your sporting structure.
2. Review and analysis of performance of your overall sporting structure (external if significant issues).
3. Emerging/future needs identified through feedback on current sporting structure support services.
4. Data and information reviewed and compared with sector and environment trends.
5. Process to pass on relevant feedback for affiliated organisations to action.
6. Changes given due consideration with cost/benefit analyses of alternatives.
7. Development plan with measurable outcomes to grow identified improvement areas.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Monitor health of organisations and emerging issues, risks and opportunities for your sporting structure. (e.g. rate of improvement across different aspects of organisational management may be a predictor of future risks, clusters of good or poor performance may indicate greater support needs and/or the opportunity for sharing of good practices across the sporting structure etc)
2. Review and analysis of performance of your overall sporting structure. Typically internally reviewed although external reviews of sporting structure may be necessary if significant issues are evident.
3. Emerging/future needs are identified through current development and support programmes and/or communication and feedback from organisations across the sporting structure.
4. This data and information is reviewed and compared with broader sports sector and environment trends. Consideration is given to sporting structure changes in other sports that are improving efficiency and effectiveness of sports delivery to meet customer needs in our changing society (e.g. reducing the number of delivery organisations through amalgamation, centralising or decentralising of aspects of sports management/delivery, forming new sporting structures to service different customer needs, corporatizing aspects of sports delivery etc)
5. A process should exist to pass on relevant feedback for affiliated organisations and/or partners to action. Existing communication processes may be effective or a specially-designed process may be necessary. Constitutional implications must be considered e.g. AGM and SGM requirements.
6. Any changes given due consideration (e.g. level of consultation and discontent, ability to affect changes, willingness to change, timeframes, resources required, customer impact) and a cost/benefit analysis is completed on alternative options.
7. Development plan in place with measurable outcomes which will improve the areas identified.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

2. Example – Tri NZ Service Delivery Review of Triathlon
4. Example – GymSports NZ Organisational Transformation Plan (OTP)

### Further Reference

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SPARC – Organisational Development Tool

Community Net – Stages of Development

Community Net – Review and Renewal

Community Net – Stages of Development

SPARC – Draft constitution (ClubKit)

Community Net – Organisational Structures

Community Net – Legal Structures

SPARC – Nine steps to governance resources (Sample structures)

SPARC – Commentary on constitution types

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ID Number: 490    Ref: D1.3-1

## QUESTION: How do you effectively manage overall communications with your external stakeholders?

- » *Stakeholder communications refers to the marketing and communications to external organisations such as councils, schools, RSO, RST, sponsors, funders, and the wider community.*

### Expectations:

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1. Understand who the various stakeholders of your organisation are.
2. Stakeholder Communications Plan in place with clear responsibilities.
3. Communication policies/procedures provide appropriate guidelines for staff and/or volunteers.
4. Review of how to address satisfaction and/or perception issues of various stakeholder segments.
5. Overall communication to affiliates/partners and relevant others is proactive and timely
6. Clear guidelines establish stakeholder communication obligations and protocols.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Understand who the stakeholders of your organisation are. i.e. what organisations are impacted by your organisation or have some interest in how effectively you operate and/or perform. Stakeholders may include local or regional councils, your NSO or international federation, RSTs, sponsors, funding bodies, corporate supporters, co-located sports organisations/businesses, key suppliers, groups that regularly hire our your facilities, MPs, relevant national/regional agencies, advocacy groups or community groups etc,
2. Stakeholder Communications Plan in place with clear responsibilities. (e.g. considers why, what, to who, how, cost, responsibility, when and success of communications)
3. Communication policies and procedures provide appropriate guidelines and protocols for staff and volunteers. (e.g. email/internet policies, e-news subscription and unsubscription processes and other policies as required for compliance to the Unsolicited Electronic Messages Act and Privacy Act, Board/staff responsible as first point of contact for key stakeholders, authority and process for talking with media etc).
4. Regular review of how organisation can meet needs and address any segment perception/satisfaction issues. Different segments of stakeholders may have different needs (e.g. council's perception of a organisation may relate to their expectations of collaboration comparative to other sports organisation they deal with, funders and sponsors' needs may relate to financial stability and marketing capability of the organisation etc).
5. Overall communication is passed on to partner organisations and relevant people as appropriate and in a timely manner. (e.g. regular community newsletter, updated website, promotion of successes and activities/events to wider community and via media).
6. Clear communications guidelines that establish obligations of each stakeholder and protocols for communicating with NSO/regions/clubs. (e.g. media constraints and processes, branding requirements on various communications, constitutional implications on communication, key contact person and communication method within each organisation etc) Creation of and compliance with relevant contracts and MOUs as mutually supportive of the stakeholder relationship.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example

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**Further Reference**

[SPARC – Creating a stakeholder communications plan](#)

[Tasman RST SportAssist Resource – Communication](#)

[SPARC – Club marketing and promotion \(ClubKit\)](#)

[Community Net – Marketing and promotion](#)

[SPARC – Media Tips](#)

[SPARC – Sample media release](#)

[Community Net – Publications and resources on IT-based communication tools](#)

[Western Australian Government – Marketing and Promotion](#)

[Online communication e.g. Skype, Google Gmail, Microsoft Wiki, Twitter, Facebook, MySpace etc.](#)

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ID Number: 413    Ref: D2.1-3

## QUESTION: How do you make sure your marketing and brands are effectively managed?

### Expectations:

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1. Marketing Plan in place that includes brand management and promotion.
2. Brand Management Strategy based on proven awareness, recognition and understanding of organisational brand.
3. Strong brands actively created and promoted for the sport, the organisation and other key aspects (e.g. key teams or events).
4. Protection of intellectual property assets such as logos and brand names.
5. Regular monitoring of key brand performances, with enhancements actioned.
6. Assessment of organisational brand from time to time, with enhancements actioned.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Marketing Plan in place that includes brand management and promotion.
2. Comprehensive Brand Management Strategy in place based on assessment of organisational brand – awareness, recognition, and understanding.
3. Strong brand in the marketplace actively created and promoted for (a) your sport; (b) your organisation; and (c) any other key brands you have such as national/rep teams.
4. Protection of intellectual property assets such as logos and brand names ensured. Intellectual property management plan in place. Key logos and brands registered.
5. Regular monitoring of brand performance through awareness and brand perception. Identified and actioned opportunities to enhance the brand.
6. Assessment of organisational brand from time to time – awareness, recognition, and understanding. Assessment of opportunities to enhance organisational brand.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

3. Example – TriNZ and Contact Energy branding and marketing partnership

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#### Further Reference

[CEO Online – Brandaid, self analysing your marketing and promotions material](#)

[Community Net – Marketing and promotion](#)

[Western Australian Government – Marketing and Promotion](#)

[SPARC – Indepth Marketing Plan sample](#)

[SPARC – Club marketing and promotion \(ClubKit\)](#)

[CEO Online – How to conduct a brand audit](#)

[CEO Online – Brand visibility](#)

[SPARC – Media Tips](#)

[SPARC – Sample media release](#)

[SPARC Event Excellence Award Winner – FIFA U17 Women's World Cup NZ](#)

[SPARC Commercial Partnership Excellence Award – TRI NZ and Contact Energy](#)

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ID Number: 410 Ref: D2.1-4



## QUESTION: How do you make sure your sport has a suitable mix of events?

- » *Event Management covers international, national, regional or local events. These may be major or minor events, typically either held as one-offs or on an annual basis. They are sometimes hosted on behalf of a governing organisation or affiliate. This includes special events such as demonstrations or have-a-go days or significant social events.*
- » *Regular on-going competitions (e.g. tournaments, leagues, series') and 'event disciplines' within a competition (e.g. 100m race) are covered in the Competition Management section.*

### Expectations:

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1. Recognition of key role of events for revenue, profile, growth and talent development.
2. In depth knowledge and understanding of all key events in the sport (provide a list).
3. Understand event possibilities/feasibility at your level (e.g. regional or national).
4. Mix of events regularly reviewed against needs of the sport.
5. Close working relationship with key external event providers.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Recognise the increasingly important role events play for sport organisations in particular as a revenue stream and sport profile and growth and talent development.
2. In depth knowledge and understanding of all key events in the sport (these may be owned and managed by the organisation or by other providers who are affiliated or indeed not affiliated to your organisation). Provide list of key events.
3. Understanding of what is possible at your level (regional or national level, as applicable). This includes any barriers and opportunities, mandates that preclude involvement, any event ownership issues, boundary provisions, duplication of events run by professional bodies etc.
4. The mix of events the sport has is regularly reviewed against needs of the sport (consideration given to needs of participants, talent development, revenue generation, profile and promotion). Good understanding of why events are held (e.g. revenue generation, fulfil sponsorship obligations, promotion, grow participation etc).
5. Close working relationship with key external event providers.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example - Indo Pacific Trampoline & Tumbling Champs Legacy Programme
2. Example - Rotorua World Mountain Bike Champs – Taking an event into the community
3. Understanding of what is possible at an international level. Consider international event opportunities based on a track record of successful delivery domestically.
4. Evidence of documentation of event needs review. Evidence of changes and improvements implemented as a result of reviews and/or opportunities.
5. Memorandum of Understanding with professional event organisers for mutual benefit (e.g. so their event participation entry fees automatically include membership registration/costs for your organisation).

### Further Reference

SPARC – Risk management of events

SPARC – Club event management (ClubKit)

SPARC – Get set go – your guide to organising community recreation programmes and events

Tasman RST SportAssist Resource – Event Planning and Management

Community Net – Feasibility

Community Net – Project Management

Tasman RST SportAssist Resource – Event Planning and Management

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ID Number: 86    Ref: D3.1-1

## QUESTION: How do you make sure events are managed effectively?

### Expectations:

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1. Capacity and capability to effectively manage owned events (e.g. internal staff, committee and/or external experts).
2. Events clearly planned and well organised with risks managed appropriately.
3. Events promoted and communicated actively to members/stakeholders.
4. Proactive influence to ensure events managed in partnership with national, regional and/or local affiliates meet your customers' needs
5. Proactive role to ensure events contracted to other providers meet quality standards.
6. May have a process for managing the identification and initialisation of new events.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Capacity and capability to ensure effective event management. In-house and/or external expertise (preferable if one-off or occasional events) used to run events owned by the organisation. Events committee and/or persons responsibility for key events that may includes staff/volunteers and external experts. For significant events an event manager with clear role description.
2. Event Plan documented to guide the organisation and implementation of legally compliant events. Risks managed appropriately (e.g. Risk Assessment Schedule RAMS and Health and Safety Checklist provided relating to event). Accountabilities, timelines, budgets etc, used to manage events to meet requirements (e.g. each event operates in a financially viable manner in accordance with annual budget).
3. Events promoted and communicated actively to members/stakeholders. Direct promotion, use of media channels, use of affiliates communication channels and communication through partner/stakeholder organisations
4. Proactive influence to ensure events managed in partnership with national/regional/local affiliates meet your customers' needs. (e.g. MOUs, clear accountabilities between parties, standardised procedures where applicable etc) Where there are aspects out of your direct control, proactive influence and relationship building should be used to ensure the event meets your organisation's needs. It is not a valid excuse that an event is 'not our responsibility' if it is a product/service that you offer your customers you are obligated to attempt to influence positive outcomes.
5. Proactive role in ensuring events run by other providers meet expected standards. May offer endorsement, accreditation or licensing (selling rights to an event). Appropriate and clearly articulated contractual agreements in place for any such arrangements covering rights to audit licensed events.
6. May have a process for managing the identification and initialisation of new events. (e.g. standard checklist that ensures fit within activity calendar, participant/stakeholder need for event, budget and facility/venue consideration etc).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example - Indo Pacific Trampoline & Tumbling Champs Legacy Programme
2. Example - Rotorua World Mountain Bike Champs – Taking an event into the community
2. Evidence of documentation of Event Plan with objectives and procedures for event management. Evidence of event management changes and improvements implemented as a result of reviews and/or opportunities.
4. Events viewed as a substantive revenue stream.

5. Clear view of major event initialisation processes and how to optimise early stage engagement with key stakeholders. Blueprint created for event initialisation (covers feasibility research, understanding of event specs, budget requirements, key partnerships required (e.g. NZ Major Events, Councils, funders)).

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**Further Reference**

**SPARC – Risk management of events**

**Tasman RST SportAssist Resource – Event Planning and Management**

**SPARC – Club event management (ClubKit)**

**SPARC – Get set go – your guide to organising community recreation programmes and events**

**Community Net – Feasibility**

**Community Net – Project Management**

**Traffic Management NZ**

**SPARC Event Excellence Award Winner – FIFA U17 Women's World Cup NZ**

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**ID Number: 88    Ref: D3.1-2**

## QUESTION: How do you make sure there are adequate policies and procedures for events?

### Expectations:

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1. Documented event management procedures meeting regulatory requirements.
2. Documented risk management procedures in place to ensure regulatory compliance.
3. Event policies and procedures regularly reviewed and updated as required.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Documented event management procedures meeting regulatory requirements (e.g. Major Event Management Act, Health and Safety in Employment Act, Injury Prevention Rehabilitation Compensation Act, and Privacy Act, as relevant). Other relevant requirements as previously covered within the healthy and safe sporting environment (e.g. Liquor Legislation, SmokeFree Environments Legislation, SunSmart etc).
2. Documented risk management procedures in place to ensure regulatory compliance (e.g. event checklist and event incident register).
3. Event policies and procedures regularly reviewed and updated as required.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Evidence of systematic event management policies and procedures exceeding regulatory requirements. Evidence of changes and improvements to event management implemented on a systematic basis.
  1. Example - Indo Pacific Trampoline & Tumbling Champs Legacy Programme
  2. Example - Rotorua World Mountain Bike Champs – Taking an event into the community
2. Evidence of systematic risk management policies and procedures exceeding regulatory requirements.
3. Regular best practice reviews using external experts.

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### Further Reference

[Know How Non Profit – Policies and Procedures](#)

[NSCSS – Simple policies and procedures manual](#)

[Alberta Not for Profit Sector – Developing Policy](#)

[SPARC – Risk management of events](#)

[SPARC – Club event management \(ClubKit\)](#)

[SPARC – Get set go – your guide to organising community recreation programmes and events](#)

[Tasman RST SportAssist Resource – Event Planning and Management](#)

[Community Net – Project Management](#)

[SPARC – Policy development \(Running Sport\)](#)

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ID Number: 498 Ref: D3.1-3

## QUESTION: How do you measure the effectiveness of events?

### Expectations:

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1. Effectiveness measured by satisfaction of participants, spectators, sponsors and event organisers.
2. Key quantitative measures (e.g. financial results, health and safety, registrations).
3. Open communication channels provide measurable feedback and evaluation info.
4. May show evidence of event review and improvement actions.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Effectiveness of events is measured by satisfaction of your participants, spectators, sponsors/funders and event organisers.
2. Key quantitative measures include financial results, health and safety results and registrations. These may also be added to over time, including delivery of events directly or through partner organisations, spectator attendance levels, sponsor-related results (e.g. referrals or sign-ups).
3. Open communication channels, evaluation forms, forums/ workshops for discussing events issues and opportunities, event staff/ volunteers actively manage relationships and seek feedback.
4. May show evidence of event review and improvement actions.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Evidence of documentation of event effectiveness (e.g. Event Reports).
1. [Example - Indo Pacific Trampoline & Tumbling Champs Legacy Programme](#)
1. [Example – FIFA U17 Women's World Cup Event](#)
2. [Example - Rotorua World Mountain Bike Champs – Taking an event into the community](#)
2. Measurement of economic, social, cultural and environmental impacts (at least economic) articulating event utility and potential value. Use of industry standard measurement tools for these.
4. External review of event effectiveness from time to time. Evidence of changes and improvements implemented as a result of reviews and/or opportunities. Improvements in satisfaction after follow-up action are evident (e.g. acceptance of higher event registration fees, increase in participation or spectator attendance).

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### Further Reference

[Community Driven Institute – Creating and measuring real outcomes](#)

[SPARC – NSO/RST Stakeholder Survey Tool](#)

[SPARC – Online survey tools](#)

[Online Survey Tools e.g. TechSoup NZ, Survey Monkey, GoFetch](#)

[Tasman RST SportAssist Resource – Event Planning and Management](#)

[SPARC – Risk management of events](#)

[SPARC – Get set go – your guide to organising community recreation programmes and events](#)

[Community Net – Project Management](#)

[Community Net – Monitoring and Evaluation](#)

[SPARC Event Excellence Award Winner – FIFA U17 Women's World Cup NZ](#)

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ID Number: 89    Ref: D3.2-1

## QUESTION: How do you make sure your sport has a suitable mix of competitions?

- » *Competition Management* covers regular on-going competitions (tournaments, leagues, series' etc) that are either run within your area of responsibility or fully/partially hosted with a governing/affiliated organisation. Some competitions will incorporate 'event disciplines' (e.g. 100m race, 200m race) which are considered within this Competition Management section.
- » Major or one-off events are covered in the Event Management section.

### Expectations:

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1. Recognition of key role of competitions for talent development, revenue, profile and growth.
2. In depth knowledge and understanding of all key competitions in the sport (provide a list)
3. Understand competition possibilities/ feasibility at your level (e.g. regional or national).
4. Mix of competitions regularly reviewed against needs of the sport.
5. Close working relationship with key external providers (e.g. facility managers).

### Detailed Expectations for 'Sustainable' Organisations:

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1. Recognise the key important role competitions play for sport organisations in particular in talent development, as a revenue stream and for sport profile and growth.
2. In depth knowledge and understanding of all key competitions in the sport. Provide list of key competitions. These may be competitions run/owned by your organisation or its affiliates, or may include competitions run by external providers.
3. Understanding of what is possible at your level (regional or national level, as applicable). This includes any barriers and opportunities, mandates that preclude involvement, any competition management issues, boundary provisions, etc.
4. The mix of competitions the sport has is regularly reviewed against the needs of the sport (consideration given to needs of participants, talent development, revenue generation, profile and promotion).
5. Close working relationship with any key external providers (e.g. facility managers, councils, private competition organisers etc).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

4. Evidence of documentation of competition needs review. Evidence of changes and improvements implemented as a result of reviews and/or opportunities.

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#### Further Reference

**Contact your National Sports Organisation or Regional Sports Organisation for sport-specific competition management advice.**

**Contact your Regional Sports Trust for generic competition management advice**

**Sports Competition Management Software Companies e.g. Sports Runner, Virtually Sorted, and Real Sports Tasman RST SportAssist Resource – School Community Partnerships**

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ID Number: 491 Ref: D4.1-1

## QUESTION: How do you make sure competitions are managed effectively?

### Expectations:

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1. Capacity and capability for effective management of competitions (e.g. internal staff or volunteers and/or external experts).
2. Competitions well organised so basic requirements are met (e.g. budgets, safety).
3. Proactive influence to ensure competitions run in partnership with international, national, regional and/or local affiliates are effectively managed to meet your customers' needs.
4. Proactive role to ensure competitions contracted to other providers meet quality standards.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Capacity and capability to ensure effective competition management. In-house and/or external expertise (preferable if one-off or occasional competitions) used to run competitions. May have a competitions committee in place.
2. Competitions are well organised with basic processes for how to manage competitions to meet requirements (e.g. budgets, timing, safety).
3. Proactive influence to ensure competitions run in partnership with international/national/regional/local affiliates are effectively managed to meet your customers' needs. i.e. where you are not responsible for any competitions, you may still be offering or promoting involvement in that competition as a product/service/experience to your members. You have a responsibility to 'manage up/down' to ensure your participants or coaches or officials enjoy a satisfactory experience of an effectively run competition. (e.g. this may mean requesting advance communication of draws, voting for regional colours to be acceptable attire, demanding acceptable safety regulations etc). It is not a valid excuse that a competition is 'not our responsibility'; if it is a product/service/experience that you offer your customers you are obligated to attempt to influence positive outcomes.
4. Proactive role in ensuring competitions (or aspects of competitions) that are run by other providers meet expected standards. May offer endorsement, accreditation or licensing (selling rights to a competition). Appropriate and clearly articulated contractual agreements in place for any such arrangements covering rights to audit licensed competitions.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Evidence of competition management changes and improvements implemented as a result of reviews and/or opportunities.
2. Evidence of documentation of Competition Plan with objectives and procedures for competition management. Move from meeting competition budgets to viewing competitions as a substantive revenue stream.

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#### Further Reference

**Contact your National Sports Organisation or Regional Sports Organisation for sport-specific competition management advice.**

**Contact your Regional Sports Trust for generic competition management advice**

**Sports Competition Management Software Companies e.g. Sports Runner, Virtually Sorted, and Real Sports**

**Tasman RST SportAssist Resource – School Community Partnerships**

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**ID Number: 492 Ref: D4.1-2**



## QUESTION: How do you make sure there are adequate policies and procedures for competitions?

### Expectations:

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1. Documented competition management procedures meeting regulatory requirements.
2. Documented competition risk management procedures in place to ensure regulatory compliance.
3. Policies and procedures regularly reviewed and updated as required.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Documented competition management procedures meeting regulatory requirements (e.g. Health and Safety in Employment Act, Injury Prevention Rehabilitation Compensation Act, and Privacy Act, as relevant). Other relevant requirements as previously covered within the healthy and safe sporting environment (e.g. Liquor Legislation, SmokeFree Environments Legislation, SunSmart etc).
2. Documented risk management procedures in place for competitions to ensure regulatory compliance.
3. Policies and procedures regularly reviewed and updated as required.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Evidence of systematic competition management policies and procedures exceeding regulatory requirements. Evidence of changes and improvements to competition management implemented on a systematic basis.
2. Evidence of systematic risk management policies and procedures for your competitions exceeding regulatory requirements.
3. Regular best practice reviews using external experts.

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### Further Reference

[Know How Non Profit – Policies and Procedures](#)

[NSCSS – Simple policies and procedures manual](#)

[Alberta Not for Profit Sector – Developing Policy](#)

[SPARC – Policy development \(Running Sport\)](#)

[Contact your National Sports Organisation or Regional Sports Organisation for sport-specific competition policies and procedures.](#)

[Contact your Regional Sports Trust for generic competition policies and procedures.](#)

[Sports Competition Management Software Companies e.g. Sports Runner, Virtually Sorted, and Real Sports](#)

[Tasman RST SportAssist Resource – School Community Partnerships](#)

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ID Number: 493 Ref: D4.1-3

## QUESTION: How do you measure the effectiveness of competitions?

### Expectations:

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1. Effectiveness measured by satisfaction of participants, spectators, sponsors and competition organisers
2. Key quantitative measures (e.g. financial results, participation, supporters, safety).
3. Open communication channels provide measurable feedback and evaluation info.
4. May show evidence of competition review and improvement actions.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Effectiveness of competitions is measured by satisfaction of your participants, spectators, sponsors/funders and competition organisers.
2. Key quantitative measures include financial results, health and safety results, growth in participation. These may also be added to over time, including delivery of competitions directly or through partner organisations, supporter/spectator attendance levels, sponsor-related results (e.g. referrals or sign-ups).
3. Open communication channels, evaluation forms, forums/workshops for discussing competition issues and opportunities, competition staff/volunteers actively manage relationships and seek feedback.
4. May show evidence of competition review and improvement actions.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

2. Measurement of economic, social, cultural and environmental impacts (at least economic) articulating competition utility and potential value. Use of industry standard measurement tools for these.
4. Documented reviews of successful competitions. Evidence of changes and improvements implemented as a result of reviews and/or opportunities.

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### Further Reference

[Community Driven Institute – Creating and measuring real outcomes](#)

[SPARC – NSO/RST Stakeholder Survey Tool](#)

[SPARC – Online survey tools](#)

[Online Survey Tools e.g. TechSoup NZ, Survey Monkey, GoFetch](#)

[Contact your National Sports Organisation or Regional Sports Organisation for sport-specific competition policies and procedures.](#)

[Contact your Regional Sports Trust for generic competition management and measurement information](#)

[Sports Competition Management Software Companies e.g. Sports Runner, Virtually Sorted, and Real Sports](#)

[Tasman RST SportAssist Resource – School Community Partnerships](#)

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ID Number: 494 Ref: D4.2-1

## QUESTION: How do you make sure your sport has appropriate access to facilities?

- » *Facilities may include competition/event facilities (e.g. fields, gymnasium, pool etc), operations/administration facilities (e.g. office or clubrooms) and storage facilities (e.g. equipment housing, mobile event facilities etc). They may or may not be owned by your organisation.*

### Expectations:

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1. Adequate facilities (or access) to effectively deliver your sport.
2. Relationships and needs proactively managed where affiliated organisations control facilities.
3. Gaps around appropriate facilities are addressed through contributing and influencing development plans or access policies of key organisations (e.g. councils).

### Detailed Expectations for 'Sustainable' Organisations:

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1. There are adequate facilities and/or access to facilities in your applicable area to effectively deliver your sport (e.g. at your club or nearby schools or public facilities) Facilities are safe and accessible for all (participants, coaches, officials, supporters, people with a disability).
2. Relationships are proactively managed where partner/affiliated organisations provide or manage access to facilities (e.g. hire agreements, facility register, quality practice and playing surfaces are well prepared and maintained, summer/ winter code agreements, cross-code utilisation, multi-use facility friendly). Where there are aspects out of your direct control, proactive influence and relationship building should be used to ensure the facility meets your organisation's needs. It is not a valid excuse that it's 'not our responsibility'. If the facility may affect the sporting experience that you offer your customers then you are obligated to attempt to influence positive outcomes.
3. Where there is not appropriate access to facilities the organisation is driving the development of facilities or access agreements to meet their needs by contributing and influencing the plans of affiliated key organisations (e.g. councils, RSTs). A plan is in place (e.g. a strong relationship with other clubs and/or contributing schools to maximise the use of shared facilities).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Sport owns key facilities or has negotiated priority arrangements/partnerships at optimal times in key facilities.
2. Contractual agreements in place with facility supplier performance measures monitored.
3. Organisation is automatically consulted by key decision-making bodies on facility development/access decisions that impact their sport.

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#### Further Reference

**SPARC – Facilities (ClubKit)**

**SPARC – Sports Club Partnership Review**

**SPARC – Managing gaming machines in your organisation (ClubKit)**

**Performance Assessment of Sports Surfaces (PASS)**

**Sportsfield Demand Model Toolkit**

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**ID Number: 63    Ref: D5.1-1**

## QUESTION: How do you make sure your sport has appropriate access to equipment?

- » *Equipment may include competition/training equipment (e.g. balls, bats, boats, hurdles, uniforms, physical training aids etc), events equipment (e.g. banners, canopies, catering items, timing equipment etc), and operations/administration equipment (e.g. desks, chairs, computers, printers).*

### Expectations:

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1. Adequate equipment (or access) to effectively deliver your sport.
2. Relationships proactively managed where affiliated organisations control equipment.
3. Gaps around appropriate equipment are addressed through influencing plans of key organisations (e.g. schools, funders) to drive purchase/sharing options.

### Detailed Expectations for 'Sustainable' Organisations:

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1. There is adequate equipment and/or access to equipment to effectively deliver your sport. (e.g. organisation-owned equipment, RST/council equipment loan pool, hire/lease arrangements with retailers, loaning arrangements within the sporting structure as necessary for major events).
2. Relationships are proactively managed where partner/affiliated organisations provide or manage access to equipment (e.g. hire agreements, equipment register, cross-code utilisation of generic equipment). Where there are aspects out of your direct control, proactive influence and relationship building should be used to ensure the equipment meets your organisation's needs. It is not a valid excuse that it's 'not our responsibility'. If the quality or availability of equipment may affect the sporting experience that you offer your customers then you are obligated to attempt to influence positive outcomes.
3. Where there is not appropriate access to equipment the organisation is contributing and influencing the plans of affiliated organisations (e.g. clubs, schools, facilities, funders, sponsors) to drive the purchase, lease or sharing of equipment to meet their needs.

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Sport owns key equipment or has negotiated leasing or sharing arrangements with key equipment owners for key events/competitions.
2. Contractual agreements in place with equipment supplier performance measures monitored.
3. Organisation is automatically consulted by key suppliers/designers on equipment development/access decisions that impact their sport.
3. Organisation has negotiated with suppliers to provide equipment for disadvantaged participants to access (e.g. [Sport Otago](#)). Equipment is provided in community environments (e.g. [In2It](#))

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#### Further Reference

[SPARC – Sports Club Partnership Review](#)

[SPARC – Managing gaming machines in your organisation \(ClubKit\)](#)

[SPARC - KiwiSport](#)

[Retailers provide equipment sales and/or loan options e.g. SportClub, Sports Distributors HotShots, Speed Power Stability Systems etc.](#)

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ID Number: 712 Ref: D5.1-2

## QUESTION: How do you make sure your facilities are managed effectively?

### Expectations:

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1. Capacity and capability to ensure effective facility management (in-house or external).
2. Full business model in place to optimise facility usage and commercial outcomes.
3. Facility management plan to guide the operation of legally compliant facilities.
4. Access to facilities through partner/affiliated organisations, as appropriate.
5. Proactive role ensuring facilities managed by other providers meet your customers' needs and standards.
6. May have a process for managing identification and development of new facilities.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Capacity and capability to ensure effective facility management. In-house and/or external expertise (preferable if facility management is not core competency of sport) used to manage facilities owned by the organisation. Facilities and equipment committee in place including staff/ volunteers and external experts (as relevant).
2. Full business model in place to optimise facility usage and commercial outcomes. Facilities are well utilised and suitable for current needs. Other sports or organisations may have an arrangement to use your facility during downtimes as a source of revenue.
3. Facility management plan documented to guide the operation of legally compliant facilities. Risks managed appropriately with considerations for:
  - a. Health and Safety requirements.
  - b. SmokeFree legislation (and Anti-Doping).
  - c. Building/fire warrant of fitness, accessibility/parking for people with disabilities, emergency access-ways marked and kept clear, noise levels, food safety, etc.
  - d. Liquor license compliance (current liquor license and bar manager certificate, sale of liquor act compliance, ALAC guidelines) and/or host responsibility policy (safe transport options, special license for alcoholic functions).
  - e. Gaming machines (e.g. Gambling Act regulations and policies for managing problem gambling).

Accountabilities, budgets, adequate insurance policies and audit/maintenance schedules used to manage facilities to meet requirements. Members and users are aware of rules, conditions of use and codes of conduct.

4. Access to facilities through partner/affiliated organisations, as appropriate. (e.g. RSO may manage a central facility with club access at set times and requirements around maintenance or organisation may have seasonal management of a multi-use facility with other sport(s)). Equally leasing or usage arrangements may be in place for facility access through partner organisations (e.g. council may manage the grounds and public toilet facilities while organisation manages building facility).
5. Proactive role in ensuring facilities managed by other providers meet expected standards. Appropriate and clearly articulated contractual agreements in place for any such arrangements. (e.g. this may not be relevant for all organisations, but in the case of multi-use facilities there would be certain agreements in place). Where there are aspects out of your direct control, proactive influence and relationship building should be used to ensure the facilities are managed to meet your organisation's requirements. It is not a valid excuse that it's 'not our responsibility'. If the quality of facilities may affect the sporting experience that you offer your customers then you are obligated to attempt to influence positive outcomes.

6. May have a process for managing the identification and development of new facilities. Keeps abreast of new facility planning (e.g. sporting needs assessment kept up-to-date, complete whole-of-sport or regional facility reviews, collaboration on council or other facility review processes, maintain awareness of facility improvements internationally etc).

### **Examples of Good Practice**

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example - Three Clubs in Mairangi Bay work with Council on facilities
2. Facility provides a revenue stream to sport.

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### **Further Reference**

**Example – ARPASS Auckland Regional Facilities Framework**

**NZRA – Recreation Facility Management**

**NZRA – Aquatic Facility Management**

**SPARC – Facilities (ClubKit)**

**SPARC – Sports Club Partnership Review**

**SPARC – Managing gaming machines in your organisation (ClubKit)**

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**ID Number: 503    Ref: D5.1-3**

## QUESTION: How do you make sure your equipment is managed effectively?

### Expectations:

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1. Capacity and capability to ensure effective equipment management (in-house or external).
2. Equipment usage and quality is optimal.
3. Equipment management system to guide equipment use.
4. Access to equipment through partner/affiliated organisations (as appropriate).
5. Proactive role ensuring equipment managed by other providers meets standards.
6. May have a process for managing identification and sourcing of new equipment.

### Detailed Expectations for 'Sustainable' Organisations:

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1. Capacity and capability to ensure effective equipment management. In-house and/or external expertise used to manage equipment owned by the organisation. Facilities and Equipment committee in place including staff/ volunteers and external experts (as relevant).
2. Equipment usage and quality is optimal. Equipment is well utilised and suitable for current needs. Identified equipment needs for each team/level of participants. Other clubs, schools or RSO may have an arrangement to use your equipment as a source of revenue.
3. Equipment management system to guide equipment usage with appropriate risk management (e.g. considerations for Health and Safety, training needs). Accountabilities, equipment purchase, organisation, maintenance/replacement schedules, distribution, collection and secure storage, loan and return processes, budgets, equipment safety checks etc used to manage equipment to meet requirements. Members are aware of the rules and conditions around respect for and safe use of equipment.
4. Equipment managed in partnership with national/regional/local affiliates as appropriate. Equally equipment leasing or usage arrangements may be in place through partner organisations. (e.g. multisport organisation may have partnership management of generic event equipment, a consortium of organisations may co-own and co-manage specialised equipment for shared use etc). Equally equipment leasing or usage arrangements may be in place through partner organisations who handle the management and maintenance aspects (e.g. computer equipment leasing through local business, one-off event equipment loan arrangement with RST)
5. Proactive role in ensuring equipment managed by other providers is maintained to expected standards. Appropriate and clearly articulated contractual agreements in place for any such arrangements. (e.g. MOU with an RST around equipment use and maintenance, NSO/RSO equipment loaned to an affiliate under a written loan agreement).
6. May have a process for managing the identification and sourcing of new equipment. Keeps abreast of new equipment innovations or technology or new equipment suppliers (e.g. considerations for needs assessment, preferred supplier processes, quote requirements, safety checks, quality comparisons, organisational branding expectations, delivery processes etc).

### Examples of Good Practice

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*Examples provided by facilitators when they score an organisation 'High Performing' or 'World Class'. Examples are noted against the relevant Expectation number.*

1. Example

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### Further Reference

Contact your Regional Sports Trust for information on their Equipment Loan Pool

Contact your Regional Sports Organisation and/or Schools for equipment policies, supplier lists, loan equipment pools etc.

Retailers provide sports equipment sales and/or loan options e.g. SportClub, Sports Distributors HotShots, Speed Power Stability Systems etc.

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ID Number: 509 Ref: D5.1-4