



HOW TO SET UP A

SPORTSVILLE

The Hutt City Approach



FOREWORD

The following information is provided to assist organisations considering embarking on a sportsville¹ or sport club partnership project. The purpose of this document is not to provide all the answers, as every community and/or project has unique challenges, but rather to share key learning's from Hutt City Council's experiences with Sportsville. Hopefully it will provide insights, background, documents and suggestions that will be of benefit to your project.

BACKGROUND

The Sportsville Hutt City project was initiated in 2009 and came about as a result of the Hutt City Active Recreation and Sport Strategy 2007-2012.

The following are the list of club issues identified in the strategy:

- Many Hutt City Clubs surveyed were experiencing declining membership numbers.
- Sports clubs and activity providers rated **member retention, financial sustainability, volunteerism and suitability of facilities** as the major concerns for their organisations.
- 75% of these organisations were planning upgrades to their facilities over the next 5 years. Some organisations were considering partnerships as a means to achieving there facility development goals but did not have the knowledge or resources to form successful partnerships.
- There is considerable duplication of facilities, clubrooms and services located on the same sporting hub. These are generally lacking maintenance and often do not meet the needs of the resident organisation. Council regularly receives requests from clubs to assist with funding towards facility development.
- Sporting organisations are predominately run by well meaning volunteers who often lack the time or relevant skills to promote and administer a top performing club.
- There is a lack of suitable training surfaces for turf sports and a lack of indoor facilities for court sports.
- There is a need to develop effective partnerships between schools and community clubs to maintain recreation and sport participation of young resident as transitions occur from club to school and then when leaving school system back to the community.
- There is a need to develop mechanisms to share best practice between sports organisations and to encourage adaptation of sports and recreation activities to meet changing user needs across different life stages.
- There is a need to develop sustainable club and association organisational structures and to encourage the provision of shared core administration services and infrastructure to clear volunteers to lead, nurture and support participation in their activities
- Sport is changing to meet the different demands of the social and casual participant, while retaining the competitive and progression focused participants. Enhancement of the capability of sport to present and deliver attractive activities is a key challenge.

¹ *Definitions for "Sportsville" / "Sport Club Partnership" A partnership between sports related organisations/clubs to establish an independent sovereign entity owned by the clubs that works in a strategic way with multiple internal and external stakeholders.*

The goals expressed in the strategy that directly related to the formation of the sportsville project were:

- GOAL 2 - EFFECTIVE PROVIDERS: Strong and sustainable active recreation and sport organisations contributing to community cohesion and identity.
- GOAL 3 - EFFECTIVE OPEN SPACE AND FACILITIES: A network of open spaces and facilities across the city that enable and encourage participation in active recreation and sport.

The adoption of this strategy coincided with research commissioned by Sport NZ and completed by Peter Burley in 2008.

[Sport NZ Sport Partnership Project: A review of eight high profile sport club partnerships](#)

This research identified that some sports club partnerships are very successful and there were a number of factors identified that led to this success:

- The creation of an independent entity that does not require clubs to amalgamate, so they maintain club identity and history
- A focus on strong governance with skilled people to lead the new entity
- A clear purpose and reason for all clubs to want to be involved in a partnership
- Territorial Authorities play a key role in the success of sports club partnerships and where Councils are involved and supportive; the partnerships are more likely to thrive.

This led to a successful application to Sport NZ's Active Communities Fund with additional funding and support gained from Sport Wellington, NZCT and Pelorus Trust.

To gain buy in from clubs it was important to promote a culture of collaboration within the city and therefore the establishment of four hubs spread across the city was targeted over the three year duration of the project. This ensured a strategic citywide approach to Sportsville with the opportunity for all interested clubs to take part. It also promoted a sense of competition to be involved.

The Sportsville Hutt City project was developed to support the sports clubs that exist within the community, address the issues around the aging infrastructure that exists on most of the City's parks, to establish sustainable club partnerships, and to look at the best financial spend on sport and recreation. It was acknowledged prior to the Sportsville project; Council did little to proactively support the needs of clubs, who in turn provide valuable services within our communities.

THE PROCESS FOR ESTABLISHING A SPORTSVILLE

The following were the steps taken to establish sportsville's across Hutt City and is largely built on the work previously completed by Peter Burley. The process was tested and refined with each new hub during the duration of the project.

Step 1: Project management

The Steering Group

If your project involves multiple hubs an overall project steering group should be considered. A steering group would include people from the wider sporting sector who can provide strategic input and resources into the project. It is suggested that a [partner agreement](#), MOU or terms of reference be signed with all partners to clarify the commitment to the project.

The expertise provided by a steering group will be invaluable in identifying risks and opportunities throughout the process as well as supplying key contacts and information. The appointment of a high profile project champion was a key success for the Hutt City Project as this provided profile within the sporting community, a wealth of contacts, and mana particularly with the media and elected representatives.

The Sportsville Steering Group played a key role in identifying the potential hubs across Hutt City and considered the following factors:

- Geographical spread across the city
- The number and variety of clubs in any location
- Any demonstrated willingness to work together (clubs)
- Grounds and facilities available for sport
- Access to key documents, resources and staff

The project delivery team

For any project to be successful it is important to commit the necessary resources to ensure the goals are achieved and the project plan is implemented appropriately. It is important that those who are most likely to influence the outcomes of the project are fully committed to the end result and involved in delivery. In the case of the Hutt City project this involved ensuring both the parks department and sport and recreation departments were involved in implementation and provided resources towards the project.

Regardless of who is leading your sportsville project it is essential that energy is spent in bringing Local Authority and Sports Trust staff up to speed with the aims and objectives of the sportsville initiative. This is particularly important when it is likely that development plans of sportsville initiatives will require planning and other support from within the Local Authority for facility / parks and reserves infrastructure changes; or when assistance may be required in sport governance and management capability increases from Sports Trust personnel.

The project leader

Another critical success factor is assigning a project leader who can dedicate considerable time to the project. It is important that this person is a strategic thinker, has experience with sports administration and above all else is personable and able to build trust and strong relationships with club volunteers. In the case of the Hutt City project a new position was created to lead this project. Attached is an exert from the [job description](#) used for this role.

Employing a Relationship Manager to coordinate the Hutt City project was of great benefit. It meant that actions could be prioritised and attention dedicated to the overall project as well as the individual hubs. It meant that relationships could be built with the working party members and proactive communication with clubs undertaken on a regular basis.

Step 2: Identifying a potential Sportsville hub

In the case of the Hutt City project hubs were largely targeted based on location i.e. major sporting parks within the city where a significant number of clubs were located. This provided a starting point for discussions particularly around duplication of clubrooms and facilities, and the shared use of playing fields.

There are however a number of factors which could be considered drivers for change which include:

- Clubrooms and other assets in disrepair
- Declining memberships
- Financial stress (operational losses or long term debt)
- Poor playing surfaces
- Dwindling local population
- Lack of support from funders, councils, RSO's, RST's etc
- Lack of volunteers to complete basic club tasks (admin, coaching etc)
- Projects developing momentum that could connect with a sportsville hub e.g. library and community centre developments; swimming pool projects; high school development/redevelopment ; other community based initiatives

Step 3: Engaging the club's

Promotion (launch function)

As discussed earlier it is important to establish a culture of collaboration early on. To assist with this we held a launch where representatives from every sports club within the city was invited to attend along with local politicians, sporting personalities, Sport NZ and Sport Wellington, regional and national sport organisations, funders and local media. The function was an opportunity to introduce the Sportsville concept, celebrate the city's sporting culture and display the commitment of the council, Sport NZ and major funders towards the Sportsville project.

In the case of the Hutt City Project this developed into an annual event where progress and success stories could be shared each year.

The initial discussions (coffee conversations)

Once a potential hub has been identified, a list of potential clubs is drawn up and initial discussions commence. The discussions with clubs are held with two or three nominated representatives from the club (usually the key people on the committee). This provides an opportunity to explain the project, the process involved and invite the clubs to attend a presentation and workshop about the project. One of the key aims of this conversation is to alleviate fears over amalgamations and or hidden agenda's.

Before embarking on these useful "coffee conversations" be clear about why you as an organisation are seeking to encourage clubs into partnerships of this type. It will be useful to have examples of why this approach is valued and supported, so that clubs can see your level of commitment to the process.

Presentation and workshop for interested clubs

Following the initial discussions, the interested clubs are invited along to a presentation and workshop session. This session has the following aims:

- To provide background about the Sportsville Project – history and processes for establishing a hub
- To provide information on successes and failures of other sportsvilles
- To identify common issues and challenges that the clubs are facing
- To start to build a camaraderie amongst the clubs around these shared challenges
- To establish a working party

The clubs are asked to complete [a readiness survey](#) that forms part of the baseline data. This is designed to assess how ready clubs are to work with others and is based on original research work completed on 'what makes Sport Clubs ready to form partnerships'.

At the end of the session, clubs are asked to nominate two representatives for a working party and to discuss the project with their committees. Ideally it is best to have people nominated at this meeting to continue to build momentum. Two are nominated to ensure continuity for meeting attendance, and often because there is a high level of interest.

It is very important to avoid where possible clubs and/or club representatives attending later meetings or joining the process late. Much time will be lost bringing these clubs up to speed as they ask questions already covered in previous meetings, or in this introductory phase. Wait where possible and introduce those later arrivals to the process as "members" through clauses in the constitution of the new entity once created.

Concurrent projects

In the case of the Hutt City Project while the commencement of each new hub project was staggered (a new hub initiated every 3 months), the project phases overlapped allowing for:

- Best use of expertise and resources eg: ability to employ consultants to attend multiple meetings and attend to multiple tasks over a condensed timeframe
- Sharing of learning's ie: learning's from one project are able to be implemented immediately in another

- Maintaining momentum ie: establishes a sense of purpose and drive amongst different projects

Step 4: The Working Party

The working party is in existence for 9-12 months to complete the roles that are listed below. It is critical the clubs and/or organisations that are involved in this process understand why their club is involved, as well as the risks and opportunities for their involvement. Early on it is important to establish a [terms of reference](#) for the group and for a chairperson and minutes secretary be elected from the group. This will aid with the group taking ownership of the process and alleviating fears of hidden agenda's.

The three key roles of the working party are as follows:

- The establishment of a new entity (incorporated society) which the sport clubs and any other nominated organisations will be the members.
- The establishment of the board that will lead the newly affiliated entity.
- Development and ratification of the Sportsville Constitution.

Lessons learnt from the Hutt City project in relation to the working party stage include:

- Consistent representation: The working parties function best if there is consistency in the representation from each club. At the start of the process emphasise the importance of the working party representatives and outline the level of commitment that is proposed for the group. It is also important that representatives have the mandate from their club to be involved in discussions and decisions.
- Identify a vision: In the early stages, allow enough time for the working party to identify priorities for working together and the potential benefits for working in partnership. This exercise helps to define a vision that the group can work towards which in turn will support the need to create a strong entity and governance structure. This shared vision and goals often will form the basis for the objectives in the new constitution.
- Proactive communication: Build relationships with the working party members and be proactive in communicating with clubs on a regular basis. It is important to be aware of any issues and offer working party representatives additional support with club communication.
- Club visits: Include a tour of all facilities for the working party members as this helps to reinforce the shared challenges that the clubs are facing. We were surprised that most of the working party had never set foot in other organisations clubrooms.
- Build trust: The council driven approach does lead to some suspicion from sports clubs and an assumption that there must be a hidden agenda. The council's contact with sports clubs has predominantly been related to leases, facilities and sports grounds and not club development. It is therefore necessary to work hard to build the trust of the groups and reiterate that there

is no hidden agenda just a desire to see strong clubs delivering services to their communities and increasing participation in sport.

Step 5: Baseline Data

It is advisable to establish parameters on how success will be measured. This may be in the form of increased memberships, stronger financial position, better performance on the field, new sport offerings or a mixture of these and other measures. It is important to agree these outcomes early on, as these will help with focussing the objects of the society, but this will also allow a baseline to be established.

Note: it will take time to ensure the information entered into the baseline measures are consistent across all clubs. This can often be difficult as many clubs report against different information and record results in different ways. Take the time to question the right people to ensure the baseline is correct from day one.

A readiness survey and a baseline data tool has been developed by Sport Canterbury and [Sport Guidance Limited](#) which was used to measure club performance throughout the Hutt City project. There are now a range of analysis tools available through the Sports Trusts and work completed by Sport NZ. There is a requirement to collect data about club numbers. The essential point about this process is that without a baseline of performance it is difficult for clubs and the new entity to judge and focus work on improvements to: club numbers; junior participation rates for example and understand when they have made a difference through new initiatives. Having an initial base line of club performance makes the future tracking of performance (and management) possible.

Step 6: The Constitution

The creation of a constitution for a new sportsville entity is a critical factor in the success of the new organisation. It will set the purpose and ground rules which will allow the member clubs to act in partnership. It will also establish a governance structure that will lead the new entity.

For a sportsville it is recommended that the new society be set up as an incorporated society as opposed to a Trust. While a Trust is often quicker and easier to establish (as it only requires 3 signatories), the process of establishing an incorporated society, where representatives of all members' sign off, assists with building trust and a common purpose. Both types of societies can be registered for charitable purposes.

While we will provide in this section examples of sportsville constitutions it is advisable to seek assistance from a constitutional specialist and/or lawyer to review the final rules to ensure the integrity of the document. Assistance can be found by contacting the Societies office.

The Objects

The creation of collective goals for the new entity is critical and ensures that all clubs have input into what Sportsville is trying to achieve in their area. This process can be completed in a number of ways

and should form the 'objects' of the new society. These objects form the basis of the constitution and will direct the actions of the new governance board which will be established.

If charitable status is a goal of the new society it is important to seek the advice of the Charities Commission regarding constitutional requirements at this stage - for example to achieve charitable status an object of the society cannot be 'to meet the goals of it's member clubs' unless the individual member clubs goals are also charitable.

The Members

This section details the groups or individuals who can join the new society and their voting rights. It will largely be guided by the objects of the new society. Examples of common membership types are Founding Members, Affiliate Members, Community Members and Individual Members.

Individual membership is not suggested for this governance model, although some do exist. The model works better when "groups" and/or "organisations" are the members. This distinguishes this type of entity and its constitution from those of the sports clubs that it will work for.

The Board

This section details the make-up of the governance board, the rules for appointments and elections and the term and powers of the board.

Because of the complexity of the new entity board members need both the ability and desire to be able to utilize expertise and resources from a range of sources. A key learning is the need to appoint people to board positions based on an identified professional skill-set and the need to remove the possibility of partisan elected representation. In the case of the Hutt City project this was achieved through a mix of appointed and elected board members where by and large the appointed members outnumbered the elected members.

Even in the case of the elected members it was important to ensure that these were elected at large and not to represent the views of an individual club. This was achieved by always having less elected representatives than member clubs, forcing nominations to be made with a view to the wider good of all clubs.

Links to sample constitutions:

[Fraser Park Sportsville](#)

[Greytown Community Sport and Leisure Society](#)

Signing the Constitution

Once a constitution has been drafted and agreed by all working party members, the constitution is then reviewed by club committees and any feedback brought back to the working party for consideration. At this stage a final deadline for signing up to be part of the Sportsville hub is set which all clubs agree to. Clubs are required to put their commitment in writing and nominate someone who will sign the legal documentation on behalf of the club.

Step 6: Register the New Entity

In the case of the Hutt City project we found it best to register the new entity at this time while the clubs were engaged in the signing of the constitution. Again this was mainly about maintaining momentum but can be carried out at a later date depending on circumstances.

To incorporate a society under the Incorporated Societies Act 1908 you need to complete the following documents and send them to the Registrar of Incorporated Societies:

- [An application form](#) (signed by 15 members, with signatures witnessed by someone who has not signed the application form as a member)
- A copy of the society's rules certified by an officer or solicitor of the society (constitution)
- Pay the filing fee - NZ\$102.22

Step 7: Board Appointment

Appointments Panel

Once the constitution has been signed and the make-up of the board agreed it is recommended that an appointments panel be established. In general the appointment panel will be tasked with recruitment and selection of the appointed board members. The appointed board members will in turn then establish a process for recruiting the elected board members. It is recommended that the appointment panel be made up of representatives from the working party and where possible an industry independent who has experience and skill in recruitment.

Recruitment Process

The board recruitment and appointment process should be handled in a professional manner as this will set the tone for the new organisation and ensure quality candidates apply and are secured. Job descriptions or person specifications need to be drafted so that candidates are aware of the purpose of the roles. Examples of [job advertisement, role description and skills matrix](#) are attached.

It is advisable to have one or more members of the working party either appointed or elected to the new board. This will aid with continuity and ensure the original aims of the working party are carried forward to the new organisation. Again these appointments should be based on the skills required to ensure the success of the new organisation.

Step 8: Handover

The transition from working party to board can often be a difficult and uncertain time. On the one hand the clubs have appointed a board with professional skills who are best placed to drive the new entity forward and on the other hand the working party members have strong club links and have established strong relationships after being through a long process of establishing the new entity. As mentioned previously this can be minimised by ensuring some continuity in membership of the working party and board but it is also important that the working party fully briefs the new board on commencement.

In all of the Hutt City projects the enthusiasm of the working party was seen by the new boards as important to maintain and in each instance the working party was re-constituted in one of the following forms:

- [Operations Committee](#)
- Club Committee
- Club Communications Committee

These committees have become important conduits to ensuring the member clubs continue to work towards a common goal.

ESTABLISHMENT TIMELINE

The steps and timeline for establishing the Hutt City Sportsville hubs is outlined below. The timeline is based on meeting monthly and completing set tasks between meeting dates.

Actions / Steps	Details	Timeframe
Initial conversations with clubs	One on one coffee meetings with key club personnel and invite to a club workshop	1 st – Month
Club workshop	Invite 2 or 3 people from each interested club to a club workshop – presentation and discussions and establishment of a working party.	2 nd Month
Working Party	Nominate and elect a working party chairperson and secretary (from club delegates). Commence work on goals of the project.	3 rd Month
Terms of Reference	ToR for working party established and signed off	4 th Month
Development of Constitution and key priorities	Working party discussions, reports and research as required	5 th – 7 th Month
Consult with Clubs	Gain feedback and support to join from club committees/members	7 th - 8 th Month
Finalise the Constitution	Changes made and final draft circulated for club sign-off	8 th – 9 th Month
Club motions	Complete club motion forms to gain authorisation from club committees to sign incorporation form and constitution. Final mix of clubs determined at this	10 th Month

	point.	
Complete Incorporation form and sign off constitution	Download form, seek 15 signatures from those authorised by their clubs and sign off final constitution.	10 th Month
Appoint Board Members	Establish an appointment panel and recruitment process	11 th – 12 th Month
Board Briefing and Initial Meeting	Briefing of the board by the working party and reconstitution of the working party if appropriate	12 th Month

ORGANISATION SET UP

In the establishment of the new entity there are a number of tasks that will need to be undertaken to make the organisation operational, determine how the Board will function and set the strategic direction.

The following section provides examples of the types of tasks the new sportsville entity could undertake in the first twelve months and provides some documents and links that may be of use for your project.

Set Up Task List

This is an example task list for the first 12 months of operation for the Sportsville Board:

Action	Who	By when
Meet with clubs to get an understanding of their history, needs, plans etc	Board/clubs	First month
Set up online document store for storing and sharing Board information (dropbox)	Board/Council	First month
Appoint interim Chairperson and secretary (until AGM)	Board	First month
Determine a Board meeting schedule, agenda and minutes template	Board	First month
Set date, time and place for AGM, to elect board members	Board	First three months
Determine a process for producing the inaugural Strategic plan: vision, mission, goals, objectives, action plan	Consider an external consultant	First three months
Determine the relationship between clubs and the board, frequency of meetings, channels of communication	Board	First three months
Order a common seal for the organisation	Board	First six months
Set up a Bank account	Board	First six months
Set up IRD number of Sportsville.	Board	First six months

Apply for charitable status with charities commission if applicable	Board	First nine months
Complete strategic planning process and circulate final version to clubs and stakeholders	Board/clubs	First nine months
Produce Board of Directors Manual including general principles, governance policies, delegations, etc	Templates available from Sport NZ and other Sportsvilles	First twelve months
Standard operating procedures: SOP for use of common seal, electing board members	Board	First twelve months
Produce Communication plan Communication strategy: Internal: minutes, internal news letter, operations group/board meeting dates External: strategic partnerships, sponsors, branding, website etc	Board	First twelve months
Establish a process for accepting applications for new membership to Sportsville	Board	First twelve months or as required
Funding strategy for Sportsville Grant opportunities & Fund raising	Board/Staff	First twelve months
Office Manual Develop HR manual for current and future staff, leave forms, expense claim forms, contract of employment template, code of conduct, performance management template	Templates available from Sport NZ and other Sportsville's	First twelve months
Finance Manual To ensure consistency, accountability and transparency in Sportsville operation – important when staff are employed and income and expenses increase	Templates available from Sport NZ and other Sportsville's	First twelve months

Administration Tasks

Bank Account

Set up a bank account for your organisation, you need your bank account details to apply for an IRD number. Bank account applications will require at least 2 board members to complete the paperwork and provide identification.

Inland Revenue

An organisation needs to complete the IR596 form to apply for an IRD number. You will need the IRD numbers of all Board members to complete the IR596 form and your bank account details.

Complete the:

- GST registration form – IR360
- Resident withholding tax form – IR450
- An employer registration form – IR334 (only complete when you are ready to start employing)

You can complete the GST registration and RWT forms at the same time as the IRD application form.

'How does my charitable organisation qualify for a tax exemption? If an Incorporated Society or Charitable Trust benefits the community in a charitable way and meets certain criteria outlined by Inland Revenue, they may be granted a non-profit tax exemption.'

Common Seal (stamp)

Most Constitutions state that the organisation should have a common seal and determine when and by whom the common seal is to be used. The Companies Office states that:

'All societies must adopt a common seal on incorporation. The rules of the society will set out when the common seal should be used and how. Generally it is used on legal documents and contracts that the society enters into.'

Any supplier that produces stamps can produce a common seal for the organisation.

Charities Commission Registration

Charitable organisations can receive many types of income, including subscriptions, grants, subsidies, donations or koha, fees, raffle money, trading profits, and proceeds from selling assets.

Charitable organisations are liable for income tax if they:

- Operate with no written rules, constitution or trust deed, or
- Operate under a set of rules, a constitution or a trust deed that doesn't meet the requirements for income tax exemption, or
- Use business income for charitable purposes outside New Zealand.

The Charities Commission maintains a register of charitable entities. Registration is voluntary, but since 1 July 2008 a charity needs to be registered by the Charities Commission to qualify for the following tax benefits:

- exemption from income tax
- gifts to the charity exempt from gift duty

When applying for funding you need to supply either your IRD certificate of income tax exemption or your charities certificate. It may be likely that in the future only the charities certificate would be accepted as income tax exemptions were issued before the law change. (Note: some trusts still accept them at present).

You will need the organisations incorporated society number; financial year end date & IRD number to apply for charities status. Board members will also need to complete the Officer Certification form.

[Setting up a Charity](#)

[What are charitable purposes?](#)

[Charities Commission Application Form](#)

Internal Policies and Standard Operating Procedures

Effective Governance

Governance is the process by which the board:

- Sets strategic direction and priorities;
- Sets policies and management performance expectations;
- Characterizes and manages risk; and
- Monitors and evaluates organisational achievements.

Governance is not management it is ensuring that the organisation is well managed without doing the managing itself.

The key tasks of the board are:

- defining the organisation's purpose, direction and priorities;
- developing a governance policy 'umbrella';
- specifying key outcomes and approving the availability of resources
- appointing, supporting, evaluating and rewarding the chief executive
- establishing a framework for assessment and risk
- regularly scanning the environment beyond the organisation
- gaining the organization's owners' and other stakeholders' input into determining direction and goals and maintaining communication with them
- ensuring the board complies with statutory and contractual requirements and with the board's own policies
- setting standards and evaluating the board's own performance
- ensuring there's appropriate succession planning

[Manual – Nine Steps to Effective Governance](#)

Board of Directors Manual

Develop Directors Manual outlining the organisations;

1. General Principles
2. Governance Policies
3. Chief Executive Interrelationship policies
4. Chief Executive Delegations policies

Board Annual Work Plan

Develop a month by month annual work plan for the work that will need to be undertaken by the Board. This will include Strategy review, policy formation & constitutional requirements.

Standard Operating Procedures

SOP is written to comply with constitution requirements.

Develop SOP for electing board members (if you constitution has a provision for electing as opposed to appointing board members).

Develop a SOP for use of the organisations common seal.

Finance Manual

The finance manual needs to be developed to ensure consistency, accountability and transparency in

the operations of your Sportsville.

The Finance Manual details the procedures involved in both the governance and management aspects of the organisation and becomes more important when staff are employed and income/expenses increase.

Develop a Stakeholder Communications Plan

[Manual – Creating a Stakeholder Communications Plan](#)

Setting the Direction - Strategic Planning Process

The Strategic planning process is one of the key tasks to be undertaken by any Board but the inaugural Sportsville Strategic plan is key to establishing the new organisation and determined what is designed to done and how it will be achieved.

It is important to engage key stakeholders in this process and it can be managed by an external consultant and funded by Hutt City Council.

The Strategic plan needs to determine the following:

Vision – what the organisation is aspiring to achieve or its reason for being

Mission – what the organisation actually does

Goals – what the key priorities for the new organisation to achieve

Measures – measures need to be attached to each goal so that the organizations performance can be tracked

There are a number of key stakeholders to engage with and these include:

Member Clubs, Regional Sports Trust, Regional and National Sports Organisations, Council, Community Boards

Sample Strategic Plans

[Fraser Park Sportsville](#)

[Greytown Community Sport and Leisure Society](#)

[Manual – Strategic and Business Planning](#)

Sportsville Websites

[Linfield Cultural Recreation Sports Club](#)

[Fraser Park Sportsville](#)

[Papatoetoe Sports Centre](#)

[College Rifles Sports](#)

[Papamoia Sport and Recreation Club](#)

[Sharks Sports Trust](#)

[Greytown Community Sport and Leisure Society](#)

[Te Puru Community Centre](#)

[Moutere Hills Community Centre](#)

[Saxton Fields](#)

[TSB Hub – Taranaki](#)

Office Manual

Develop HR office manual for current and future staff.

Appendices include templates for month end reports (mileage/reimbursement claim forms, leave return, monthly reports) and the leave application form.

Employing Staff

As evidenced in this document there are a myriad of tasks required to establish a fully functioning sportsville organisation and this will require the board to act more as a committee early on. At some stage the board will need to consider whether a paid staff position is required. This will depend on the goals of the sportsville, the capability of the board and the resources available from member clubs and other partners.

The purpose of the position could be to act as an administrator undertaking administration tasks for the board and member clubs or alternatively a General Manager leading the new organisation by developing strategic goals, plans and partnerships. An example of a [GM's role](#) is attached.

Working with Member Clubs

Surveys

Survey clubs and club members to develop a set of work on's or areas for improvement for each club.

Operations/Sub-Committee Annual Work Plan

Develop a month by month annual work plan for the work that will need to be undertaken by the volunteers representing the clubs. This will include facility, operational, new initiatives, strategy, revenue generation and partnership items.

Club Capability

Establish relationships with RSO's to ensure member clubs are engaging with and deriving benefits from there regional bodies.

APPENDICES

1. Sportsville Hutt City Partner Agreement

This partner agreement sets out the terms of reference for the Sportsville Hutt City Project and the commitments to the project of the partner organisations.

Parties

Hutt City Council, Sport & Recreation New Zealand, Sport Wellington, Community Sport Clubs

Project Purpose

The purpose of the Sportsville Hutt City project is to encourage, facilitate and support sportsville partnerships which provide win/win solutions for all those involved. The aim is to develop sport partnerships with productive and sustainable administrative structures formed around a sound business model which foster greater participation and involvement in physical activity.

Background

The Sportsville Hutt City project is an initiative identified in the Hutt City Active Recreation and Sport Strategy 2007. The Strategy identified the need for the Council to play a significant role in supporting a wide range of sport services and facilities.

Specifically, Sportsville Hutt City contributes to:

GOAL 2: Effective Providers

Strong and sustainable active recreation and sport organisations contributing to community cohesion and identity.

GOAL 3: Effective Open Spaces & Facilities

A network of open spaces and facilities across the city that enable and encourage participation in active recreation and sport.

The project also contributes to the At the Heart – Wellington Urban Regional Physical Activity Plan.

Project Team

Project Sponsor - Marty Grenfell

Responsible for chairing Steering Group meetings and managing relationships with Steering Group organisations.

Project Manager – Marcus Sherwood

Oversee day to day delivery of the project. Manage relationships with contractors and manage external communications.

Project Coordinator - Sport and Recreation Relationship Manager (to be appointed)

Day to day implementation of the project including regular reporting to Steering Group against key deliverables. Manage relationship with sporting clubs.

Lead Contractor - Peter Burley (Sport Guidance Limited)

Deliver project as directed by the Project Manager. Facilitate, direct, advise and provide guidance for the Project Coordinator.

Steering Group

Hutt City Council

- Marty Grenfell (Group Manager City Services)
- Marcus Sherwood (Leisure Active Manager)
- Duncan Chisholm (Recreation and Events Manager)
- Bruce Hodgins (Parks and Gardens Divisional Manager)
- Aaron Marsh (Sports Grounds Asset Manager)

SPARC

- Sarah Dunning (Relationship Manager)

Sport Wellington

- Tracey Diack (General Manager Programmes)

Independent

- Andy Leslie (ex NZRFU)

Purpose & Aims of the Steering Group

The Steering Group's primary role is to provide advice and strategic guidance to the project delivery team and individual hub working groups. The Steering Group will provide the vision, drive and information to help shape the project, support the development of its objectives and monitor the project plan to support the effectiveness of the project's implementation.

The Steering Group will support the project where appropriate through directly providing resources or in-kind contributions to ensure the success of the project. The Steering Group will be the decision making body for matters related to the delivery of the project plan.

Responsibilities

With any agreement to collaborate there are responsibilities that all parties should carry out, so that the aims of the agreement can be achieved.

They are:

- Actively participate in Steering Group meetings and act in good faith.
- Provide timely and relevant information on opportunities and challenges that may impact on the success of the initiative.

- Assist in the identification of appropriate contacts, partners and existing initiatives that may complement and assist the project.
- Provide resources and in kind contributions for the project as agreed and outlined in the Active Communities Investment application to SPARC (appendix 1).

Deliverables

Deliverables to be produced by the Steering Group include:

- Establish an agreed project plan
- Sign off on 4 target Sportsville hubs
- Sign off on hub working groups
- Monitor the development of the project plan
- Advise on communications plan
- Review reports as required for project stakeholders
- Monitor performance against key milestones and measures
- Ensure the delivery of the outcomes as agreed with SPARC.
- Develop project sustainability strategy beyond year three.

Outcomes & Milestones

1. Partnership & Collaboration

Memorandums of understanding and partnership agreements completed for each Sportsville Hub

- 2 by October 2009
- 2 by October 2010

2. Professional Organisations

New boards established for each Sportsville Hub

- 2 by June 2012
- 2 by June 2011
- Financial Health Check (increase over 3 surveys)
- Increase in funding grants received (3 surveys)

3. Future Proof Organisations

Constitutions and Strategic Plans completed for each Sportsville Hub

- 2 by June 2010
- 2 by June 2011

4. Outstanding Facilities

- Asset Management and Development Plans completed for each Sportsville Hub
- 2 by December 2010
- 2 by December 2011
- Facility usage increase (10 % Increase across all projects in 3 years)

5. Increased Participation

- Membership numbers increased by 10% increase across all projects in 3 years.
- Number of players in representative teams increased
- Participation in programmes increased

Measurement

The Steering Group will be successful if:

- The advice provided by the group enables the development of strong relationships with sports clubs, supporting them to develop effectively and sustainably.
- The communication strategy achieves its aims and key audiences are aware of the project with strong relationships established in the sector.
- The outcomes of the project are achieved.
- All partners consider this relationship to be beneficial.

Marketing and Communications

Marketing and communication activities are viewed as essential to raise the awareness of this initiative, encourage participation and provide greater reach for the project.

Project Sustainability

Ensuring the sustainability of the project beyond the initial three year funding term t is recognised as a key outcome of the Steering Group. Project sustainability will be an agenda item and considered at all Steering Group meetings.

Decision Making

The intent of the terms of reference implies that each party would work in a collaborative way towards problem solving and recommending practical solutions.

Where consensus decisions related to the delivery of the project plan cannot be reached by the Steering Group a majority vote will be utilised where each partner organisation will have one vote.

Partner Organisations: Hutt City Council, SPARC, Sport Wellington, Independent.

Disputes Resolution Process

A party to this agreement may not commence any court or arbitration proceedings relating to a dispute under this agreement unless it has complied with the clauses below relating to dispute resolution (except where the party seeks urgent interlocutory or injunctive relief).

A party claiming that a dispute has arisen must give written notice, within 10 Business Days of the dispute arising to the other party specifying the nature of the dispute.

On receipt of such notice, the parties must endeavour to resolve the dispute using informal dispute resolution techniques including escalating the dispute to Chief Executives and/or Senior Management.

If the parties cannot agree then the matter must be submitted to arbitration with the costs to be shared equally amongst all parties.

Term and Review

This agreement will take effect the day it is signed.

This agreement will remain in force until 31 May 2012, or until the group as a whole decides to terminate.

This agreement may be reviewed at any time at the request of any party.

Sample Hutt City Council Job Description

Position Title:	Sport Relationship Manager	
Division:	Leisure Active	Date: May 2009
Group:	Community Services	Position Grade: Fixed Term until May 2012
Location:	Pelorus Trust Sports House	Salary Range:
Incumbent:		Signature:
Reports to:	Leisure Active Manager	Signature:

Purpose of Position

The purpose of this position is to support the Council's contribution to the development and provision of active recreation and sport by leading the Sportsville Hutt City project. In addition this role is also responsible for helping to facilitate Council's relationships with sport and recreation clubs and delivering identified sport development projects in the city.

Position Dimensions

Deliver the Hutt City Sportsville Project:

- Deliver the Sportsville Project Plan in conjunction with Sport Guidance Ltd.
- Prepare plans as needed including financial plans, timelines and milestones and reporting.
- Implement plans and monitor projects as needed and report regularly to appropriate committees, stakeholders and management.
- Implement plans and monitor projects as needed and report regularly to appropriate committees, stakeholders and management.
- Provide and facilitate expert advice where required.
- Provide Sport Development assistance to Sportsville clubs as detailed below.
- Coordinate as required Marketing and Communications deliverables for the Sportsville project.
- Provide monitoring and evaluation reports as required by the SPARC Agreement and the Steering Group.
- Support the identification of and nurture relationships with external funders and support clubs and other stakeholders accessing external funding.
- Develop a project learnings document for SPARC.

Sport Club Development:

- Provide sport development support to Sports Clubs in partnership with Sport Wellington Region.
- Provide effective consultancy services and high-level advice to help maintain vibrant club structures by:
 - Supporting implementation of relevant accreditation schemes.
 - Assisting with strategic planning and business planning tools.
 - Developing tools and processes for strengthening club memberships.

- Advising on coaching and volunteer pathways.
 - Supporting funding applications and business cases for new facilities and services.
- Complete an annual “Health Check” survey for Recreation & Sports Clubs for the term of the project.
- Research, develop and implement new practices to increase participation.
- Liaise with Sport Wellington to support its work within the City.

Communication and Marketing:

- Improve communication channels within the Hutt City Sporting Community.
- Provide access to information on the latest trends, legislation and promotional campaigns which may affect business.
- Develop marketing tools for regular communication including, but not limited to newsletters, emails, web pages and social forums.

2. Club Satisfaction Survey



Sport Club Baseline Benchmarking Tool
Satisfaction Survey
 Your opinion is important to us.

Club Name: _____ Position in Club: _____

Your Name: _____ Date: ____/____/____

Circle the number that best describes your club

	Indicate if you agree with these statements about your sport club	Strongly agree	Somewhat agree	Somewhat disagree	Strongly disagree
1	The club has effective governance from the committee	4	3	2	1
2	The club has a clear and compelling vision	4	3	2	1
3	Overall my experience in playing for the club has been a positive one	4	3	2	1
4	There is a high standard of playing skill in this club	4	3	2	1
5	The club facilities are of an adequate standard to meet the needs of club members	4	3	2	1
6	The club facilities are clean, tidy and well maintained	4	3	2	1
7	The bar/social facilities are of a high standard	4	3	2	1
8	The club provides appropriate equipment	4	3	2	1
9	We receive clear and timely information about club happenings	4	3	2	1
10	The methods of communication are appropriate for our clubs needs	4	3	2	1
11	This club has skilled coaches	4	3	2	1
12	The club is well run and things are organized well in advance	4	3	2	1
13	Someone is always available to co-ordinate club activities	4	3	2	1
14	There are a reasonable range of competitions/tournaments	4	3	2	1
15	The competitions/leagues and tournaments are well run	4	3	2	1
16	There is a friendly club spirit among club members	4	3	2	1
17	Club members support each other at games, competitions and tournaments	4	3	2	1
18	Club members are happy to provide volunteer help	4	3	2	1

3. Working Party Terms of Reference

Introduction

This document outlines the initial scope of work to be undertaken by the Working Party (WP). The WP is a body that is enacted to ensure the smooth development and transition to the sport club partnership model of governance and cooperation between the member organisations.

The WP has three primary roles:

- 1) The establishment of a unifying entity (incorporated society) to which the sport and community organisations involved will be affiliated
- 2) The establishment of the board that will lead the newly affiliated organisation.
- 3) The development of a project plan.

1) Scope of Work of the Working Party

The WP has a strictly limited life, please refer to: **Dissolution of the WP (Section two)**

- 1) To discuss the nature of the new entity (through collective workshops) and consider its structure, role and function and to make decisions that will guide the WP to:
 - a) The establishment of a unifying entity (incorporated society) to which the sport and community organisations involved will be affiliated.
 - b) Consider clauses to ensure community representation and associate membership allowing other sporting and related organisations to also join the new entity and have a say on its development and operation
- 2) Hold meetings with the initial membership to ratify the developed constitution. Then formalise and register the new body as an incorporated society. Five signatories made up of representatives of all named founding clubs are required. The person signing must be a designated representative of the organisation. This must be formalized by that organisation by way of a motion passed at their meeting.
- 3) To develop Board Member profile, advertise the positions and actively seek people to consider becoming members of the board. To then identify a selection panel and process and to screen applicants appropriately and determine an inaugural board for the new entity.
- 4) Develop a project programme to ensure that projects progress at a rate that ensures that continuity of services by clubs and organisations while moving towards the agreed completion date. Work that may be undertaken by the WP may include but not be limited to the following;
 - a) Determination of the best use of existing facilities for all codes, including sharing indoor space and better utilisation of expensive sport equipment
 - b) Improve the services that clubs already offer and improve the cross club membership options
 - c) Consider the extent to which clubrooms could be shared to increase overall clubroom utilisation. In addition, extend the range of organisations that would be contributing to the clubrooms upkeep.
 - d) A coordinated link to schools to develop the relationship between clubs and schools
 - e) The development of new sport programmes.

- f) Collective administration of volunteers and other club functions where it adds value to the existing sports clubs
- g) To support the development and planning of new facilities and resources for the region and work to assist in lobbying and developing plans for this type of development.
- h) To keep all members of all clubs involved and informed about this project
- i) Share knowledge, experience and skills across all codes
- j) Investigate options for joint tournaments and events that benefit all clubs

2) Dissolution of the WP

At the first board meeting after the election of the Board, the WP will be constituted as a committee of the board.

- 1) The terms of reference (TOR) for the committee (WP) will be altered from those of the working party (as described in this document) where necessary to reflect the new imperatives. These TOR must include the following;
 - a) The exact scope of work being undertaken
 - b) The reporting structure
 - c) Limitation of powers
 - d) Any budgetary constraints or allocations
 - e) Reporting structure and timelines
 - f) A defined disbandment process i.e. completion of the project etc

3) Composition and Operation of the Working Party at meetings

The working party will comprise representatives from the following:

(2 Names)	Hutt Valley Harriers
(2 Names)	Petone Central Bowling club
(2 Names)	Petone Hockey Club
(2 Names)	Petone Riverside Cricket Club
(2 Names)	Petone Rugby Club
(2 Names)	Petone Swimming Club
(2 Names)	Petone Tennis Club
(2 Names)	Glen Iris Tennis Club
(2 Names)	Hutt Valley GymSports

Peter Burley – Sport Guidance Ltd
 Laura Menzies - Hutt City Council
 Marcus Sherwood – Hutt City Council
 Mark Coburn – Sport Wellington

The working party meeting will comprise of the following representatives:

- a) At least five members representative of the sporting groups involved in the project

No decision can be made unless a quorum is present. A quorum for a meeting shall be five. All members have one vote only. A Chairperson will be elected from within the club representatives listed above.

Prior to its enactment as a committee of the board the WP may at their complete discretion employ, co-opt any relevant expertise it feels is required to complete its defined role.

The WP will meet monthly. A set of minutes and actions will be generated from each meeting.

A process to ensure ongoing complete communication with the member clubs and organisations must be developed.

4. Board Appointment Documentation

Fraser Park Sportsville

Board Directors (five to be appointed)

Fraser Park Sportsville Incorporated is a new breed of sports organisation that has been established by eight sports clubs and associations that have made a commitment to work in partnership, to create a stronger sporting future. The founding members are Avalon Rugby Club, Dodgers Softball Club, Fraser Park Squash Club, Hutt Valley Softball Association, Lower Hutt City AFC, National Hockey Stadium Trust, Naenae Hockey Club and Taita Cricket.

The organisation represents over 2000 members and we are seeking experienced and dedicated board members to lead this new entity.

Fraser Park Sportsville Inc Board offers an exciting opportunity to lead change and transform sporting opportunities within the Hutt Valley. The collective approach aims to build a multi-purpose complex that offers a modern approach to sport management and delivery.

The voluntary board will be made up of two elected and five appointed representatives, who will be appointed according to expertise and experience in areas of board governance.

Sportsville Hutt City is a joint partnership between Hutt City Council, SPARC and Sport Wellington, with funding support from NZCT and Pelorus Trust.

*For a description of the Board Director role, visit the website www.huttsportsville.co.nz
For more information or to apply, email sportsville@huttcity.govt.nz*

Applications close Friday, 30 April 2010.



www.huttsportsville.co.nz

5. FPS Board Role Description

Position: Board member

Fraser Park Sportsville Inc

Fraser Park Sportsville Incorporated is one of four Sportsville projects that are a new breed of sports organisation. It will link all affiliated member sports clubs under one comprehensive banner and aims to build a stronger community around the sports hub. The entity will have a combined membership of over 2000 people and this is represented by the following clubs, who are the founding members of this hub:

Avalon Rugby Club
Dodgers Softball Club
Fraser Park Squash Club
Hutt Valley Softball Association
Lower Hutt City AFC
National Hockey Stadium Trust
Naenae Hockey Club
Taita Cricket

Fraser Park Sportsville Inc brings together a range of competitive sports with history spanning over 100 years. The new organisation is committed to the growth and development of these sports and to the development of sporting excellence and recreation programmes within their community. There is a need for a collective approach to the development of sport fields, courts and facilities and much to be gained from reducing administrative costs and improving marketing, management and overall sport delivery. The founding members have formed a working party, agreed a constitution and formally incorporated the new organisation as 'Fraser Park Sportsville Incorporated'. The working party is developing a vision for the park and is continuing to develop plans for a new multi-sport facility that can be shared by all clubs.

Responsibility and duties

The new organisation will be governed by a board of directors and the constitution states that the representation will be as follows:

- Two (2) elected representatives – to represent the interests of all sports clubs
- Five (5) appointed representatives – appointed according to expertise and experience

The Board of Directors is the legal authority for Fraser Park Sportsville Incorporated. As a member of the board, a director acts in a position of trust for the community and is responsible for the effective governance of the organisation. All Board Member positions are voluntary. Paid staff (if there are any) will work with volunteers to deliver sport programmes and services under the direction of the board.

Board members will also be responsible to the committees of each of the clubs, as they have an obligation to consider the various needs of stakeholders of the organisation.

The major expectations of board members are to:

- Develop Fraser Park Sportsville for the betterment of its member clubs and the local community as a whole

- Be fully involved in the development of strategic and financial plans to support and lead the organisation
- Regularly attend board meetings and important related meetings
- Make serious commitment to participate actively in the work of the board
- Stay informed about committee matters, prepares themselves well for meetings, and reviews and comments on minutes and reports.
- Be an active participant in the board's evaluation and planning efforts
- Participate in fund raising for the organisation
- Commit to maintaining the health and cultures of the member clubs and develop a pride in overall the organisation

Skills and Knowledge

We seek enthusiastic motivated board members who will contribute expertise and knowledge to the wider goal and vision of this new organisation. Above all, we seek people who can identify with a culture of quality sport delivery, with an aim toward participation and excellence.

The skill sets sought to work as a Board Member are those associated with successful sport business management:

- Knowledge, training or capability in one or more areas of board governance;
 - Policy
 - Finance
 - Legal
 - Personnel
 - Programs
 - Advocacy
- Excellent written and verbal communication skills
- Business management in dynamic and changing environments
- Fundraising experience and a willingness to seek entrepreneurial opportunities
- Superior organisational skills
- Sound judgement and decision making ability
- Knowledge of regional, national and world wide trends in sport
- A passion for the Fraser Park community and a commitment to model ethical and socially responsible practices

Board Diversity

The Fraser Park Sportville is positive about ensuring diversity on the new board and has a proactive approach towards gender balance and representation that reflects the community surrounding Fraser Park.

Further information

If you would like further information about the role, please contact Laura Menzies:

Telephone - 04 5600311 or email sportville@huttcity.govt.nz

6. FPS Board Skills Matrix

Board Skills Matrix – Fraser Park Sportville

APPLICANT	SECTOR BASED KNOWLEDGE/EXPERIENCE										SKILLS											
	Local Government	Private/Business Sector	Voluntary & Community Sector	Education (Board of trustees etc)	Sport Specific Knowledge & history	Elite Performance/ Talent Development	Equality/Inclusion	Skills & Workforce Development Sector	Entrepreneurship	HR Management	Event experience	Sports development	National governing bodies of sport	Programmatic experience	Developing Sustainable Partnerships	Marketing & Communication	Strategic Planning	Performance Management & Improvement	Finance Management	Fundraising & Sponsorship	IT	Monitoring & Evaluation
Name:																						

7. FPS Operations Committee TOR

Fraser Park Sportsville

TERMS OF REFERENCE FOR THE OPERATIONS COMMITTEE

September 2010

1. Background

The Operations Committee (the Committee) is a discussion and feedback forum established to assist the Fraser Park Sportsville (FPS) Board (Board) in the development and implementation of a strategic plan and subsequent work programmes that are aligned with the needs and aspirations of member clubs.

2. Role

The role of the Operations Committee is to provide advice to the Board (as and when requested by the Board).

Central aspects of the Operations Committee's work are:

1. to be a communications conduit between the Board and the members of the clubs/associations;
2. to disseminate information to club/association members;
3. to be a sounding board providing advice and feedback related to club/association needs issues and opportunities; and
4. to provide assistance to the board in understanding the daily operational needs of clubs/associations in providing sport opportunities.

In meeting these objectives, the Committee must be mindful that its advice is consistent with the:

- (a) FPS constitution
- (b) The FPS strategic plan

3. Membership

The Committee will have one representative from each founding club. The representatives may or may not be a Task Group member.

The Committee will also:

- (a) have a Chair, who will be appointed by the Board;
- (b) be supported by a secretary, which will be organised by the Board;

4. Tenure

The Chair will initially be appointed for a period of one year but may be reappointed for further terms (at the Boards' discretion). The Board can remove and/or replace the Chair at any time.

Ideally membership will be for at least two years. The Board can remove and/or replace any member at any time.

5. Responsibility of the Chair

The key functions of the Chair will include:

- (a) facilitating discussions between members in such a manner that will stimulate robust debate on issues and encourage effective contribution from members;
- (b) guiding discussions so that they are relevant and effective while at the same time ensuring that genuine disagreements and conflicts are aired and, if possible, resolved (although the Board recognises that consensus will not always be possible)
- (c) ensuring that the minutes of each committee meeting are correct;
- (d) agreeing with the Board a work plan for the Committee; and
- (e) implementing the work plan and meeting the required milestones.

6. Responsibility of members

Members and the Chair must:

- 1. comply with the requirements set out in this terms of reference;
- 2. be available for all committee meetings unless granted leave under paragraph read all committee papers circulated and actively contribute to the discussions of the Committee; and
- 3. carry out the tasks of the Committee arising from the agenda for each committee meeting.

7. Agenda for each committee meeting

The chair will set the agenda for each committee meeting before each meeting commences. Members may seek to add further items to a meeting agenda, but inclusion will be at the discretion of the Chair.

The Chair will include any items in the agenda that the Board wishes to be covered.

8. Interaction

Day-to-day interaction between the Committee and Board will be through the secretary and Chair. Board members will attend committee meetings whenever possible.

Email interaction between committee members regarding committee business should be copied to all members and the chair, and the secretary.

Reporting between the Committee and Board will be through the Chair. Members should, if possible, avoid approaching the Board directly regarding committee matters

9. Resources

The Chair is responsible for ensuring that the Committee is appropriately resourced to perform its tasks. The Chair must seek approval of the Board before any commitment is made to engage additional resources to those provided by the Board. The Committee does not have the authority to commit resources and expenditure.

10. Administration

The business and activities of the Committee must be as transparent as practical, and unless otherwise agreed by the Board:

- (a) all meeting papers will be distributed to members and the Chair in advance of meetings, and reasonable endeavours will be made to circulate papers five business days prior to meetings;
- (b) appropriate meeting papers will be published on the FPS website at the same time as they are distributed to members;
- (c) minutes of all meetings will be published on the FPS website as soon as practical after their confirmation;
- (d) the Board will provide administrative/secretarial support to the Committee; and
- (e) consensus among committee members is the optimum result although the Board recognises that this will not always be possible. In such circumstances, the Committee's advice must reflect the views raised by all members, and all such views must be reflected in the minutes of that particular committee meeting.

11. Frequency of meetings

The intention is for the Committee to meet every two months from 2011 onwards.

12. Notice of meetings

Reasonable notice of meetings must be given by the Chair to each Member and to the Board including the details of the time, venue and intended agenda.

13. Methods of holding meetings

A meeting of the Committee may be held by a number of its Members who constitute a quorum, being at the date and time appointed for the meeting.

As a general rule, meetings must be held in person.

14. Quorum

The quorum for Committee meetings will be a majority of all Members.

No business (which includes approving minutes and providing advice to the Board) may be transacted at a committee meeting if the quorum is not present

The Chair or the Board may invite non committee members to attend a committee meeting. In these circumstances the invited party may participate in discussions but will not be a member of the Committee, nor form part of the quorum.

15. Minutes

The Chair must ensure that proper minutes are kept of all business conducted at committee meetings.

16. Confidentiality of reports to the Committee

In the normal course of events, all information, documents and reports submitted to the Committee (including reports or presentations submitted by committee members) will not be treated as confidential.

The Board will arrange for all relevant non-confidential reports, including reports or presentations submitted to the Committee by committee members and member clubs to be published on the FPS website.

8. FPS General Manager Job Description

	<p>Fraser Park Sportsville (FPS)</p> <p>FPS is a new brand of sports super club combining eight existing sports into one entity on Fraser Park. Our vision is sports growing and succeeding through a partnership in sports for the community</p>		
<p>Job Title:</p>	<p>Fraser Park Sportsville – Manager</p>	<p>Date:</p>	<p>12 May 2011</p>
<p>Reports to:</p>		<p>Chairman, Fraser Park Sportsville Incorporated</p>	
<p>Job Description:</p>			
<p>As General Manager you will, reporting to the Board of Fraser Park Sportsville, have responsibility for delivery of objectives within the FPS strategic plan. This may include planning and project management for activities across the outcome areas of FPS including: building development, financial sustainability; improving facilities for sport delivery; sponsorship and grant acquisition, systems integration; working to increase participation and working with stakeholders to enhance the organisation and the brand.</p> <p>Responsibilities:</p> <p>Ensure that FPS follows a robust strategic planning and review programme and operates within agreed business and strategic plans</p> <p>Ensure the organisation’s administrative structures are effective in achieving organisational goals.</p> <p>Lead staff and Board through regular planning and review sessions.</p> <p>Ensure operating plans and their accompanying goals and objectives are implemented according to specified budget, time frame and policy.</p> <p>Establish a common financial policy between all the Fraser Park Sportsville members.</p> <p>Successfully fund commercial objectives through the acquisition, retention and growth of sponsorships, grants and other income streams.</p> <p>Ensure the financial viability of FPS through the achievement of financial targets and quality financial reporting systems.</p> <p>Establish annual operating budget for areas of responsibility and monitor expenditure. Manage monthly accounts and report variances to the Board.</p> <p>Develop proposals for income generation for the clubs while working to reduce club operating costs.</p> <p>Complete all documentation to manage and update sport facilities and other infrastructure including sports surfaces, amenities and indoor sport provision.</p>			

Implement new systems for operational efficiency gains including shared expenditure on equipment, overheads and optimising existing facility use.

Develop programmes, activities and events aligned to the sports clubs growth targets. Seek to develop an increased number of users of facilities. Management of events and working from campaign project plans to execute activities as required.

Create sustainable partnerships with Hutt City Council- Active Leisure and Sport Wellington to optimise their involvement in supporting the development of FPS.

Monitor and evaluate clubs perceptions of FPS and manage a positive perception by external stakeholders.

Build understanding of the important media (magazines/websites/blogs, etc.) offerings, enhancing existing and building up new relationships and coordinates all local press activities making sure the FPS brand is visible.

Manage a volunteer management plan and a volunteer programme for clubs.

Create budgets, provides reports and supervisors sub-contractors, part-time staff and volunteers as required.

Provide support to and reports for the FPS Board.

Attend and represent FPS at meetings deemed necessary by the Board.

Schedule and support regular FPS Operations meetings and other committee meetings as necessary.

Secure grant funding for position and other operating expenses as approved by the FPS Board.

Develop and maintain appropriate policies and procedures to achieve organisational and member objectives.

Identify capability and professional development needs for FPS members and develop plan for auctioning the same.

Other tasks as required to meet organisation or member objectives.

Job Location:	Pelorus Trust Sports House	Industry:	Sport and Recreation
Job Role:	Management, Sport Administration	Joining Date:	16 May 2011
Employment Status:	0.75 FTE – 30 hours per week Fixed-term – project and funding dependent	Employment Type:	Employee

Annual Salary:		Manages Others:	Volunteers, Sub-contractors
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Skills:

Qualifications:

University degree, (Sport / Recreation Management, Event /Project Management, Sport Commercial Sector, Financial Management)

Strong communication skills.

Must be creative, have strong leadership and management skills.

Fluency in English both written and oral is essential.

Must have 3-5+ years of experience in Sport and Recreation Management with financial management, programming and event management a bonus.

Hands on experience in sport club management, sport programme operation.

Strong understanding of financial management practices, business processes and methods.

Extensive knowledge of the sport and recreation sector.

Very good project management skills to allow for timely planning, executing and reporting on multiple projects at the same time.

Good writing skills (PR, Email content, Newsletters)

Sport facility development and management experience desirable.

Team player to work with a wide range of people from diverse backgrounds.

Outgoing, persuasive, success-oriented personality.

Career Level:	Mid Career,	Years of Experience:	7-10 years
Degree:	Bachelor's Degree/Higher Diploma	Report:	FPS Board